



CSML

*Civil Society and Media Leadership Program*



## QUARTERLY REPORT

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**Grantee:** IREX

**Contacts:**

**IREX Washington**

Jill Miller  
1275 K Street, NW  
Suite 600  
Washington, DC 20005  
U.S.A.  
1 202-628-8188

**IREX Liberia**

Bill Burke  
Payne Avenue & 15<sup>th</sup> Street  
Sinkor, Monrovia  
Liberia  
231(0)88-060-1859

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## 1. EXECUTIVE SUMMARY

The beginning of our fifth year of implementation has coincided with several important new and significant activities for the CSML program and our partners. This includes the launch and roll-out of activities under our reactivated Objective 8: *Strengthening Civil Society and the Media for Transparent Elections*, the holding of our first Regional Partners' Meeting, and intensified efforts to capture and describe the impact of the CSML program as we near our closeout in February 2015. As an example of this latter focus, this Quarterly Report features a new approach which was first introduced in the previous Quarterly Report. Rather than a bulleted list of italicized quantitative accomplishments, the Program Results section now features six "Impact Stories"—stories from our partners and staff that highlight the answer to the all-important question—"so what?" With all of our trainings, workshops, subgrants, meetings, and mentoring—what do we have to show for it? How have individuals, organizations, and the civil society and media sectors overall benefitted from IREX's efforts and USAID's investment? We believe that these Impact Stories along with the content throughout this report will answer these questions and will reflect the important work that our partners do towards achieving CSML's central goal: to sustain peace in Liberia through greater inclusion, giving a voice to, informing and engaging Liberian citizens.

Much of the program activity this quarter has focused on CSML's reactivated Objective 8, which aims to increase productive information sharing and engagement with citizens on the upcoming Special Senatorial Election in October 2014 and the Constitutional Review process which will be ongoing through 2015. This election work features a return to some of our most successful activities in 2011, including the Liberia Media Center's (LMC) Election Reporting Center, the Press Union of Liberia's (PUL) moderated debates with candidates, and training for Monrovia and up-country-based journalists on issue-focused and conflict-sensitive journalism. In 2014 our focus extends to include greater participation from our civil society partners, including the Young Men's Christian Association (YMCA), who will organize essay-writing contests for high school students and out-of-school youth; the West African Network for Peacebuilding (WANEP), who will hold candidates accountable to non-inflammatory language and non-violence throughout their campaigns; and the Women NGOs Secretariat of Liberia (WONGOSOL), who will ensure that Liberian women are fully engaged and informed about their right and responsibility to vote and have their voices heard. In addition to providing these new projects for existing Main Partners, new partners also emerge with creative approaches to civic education, including National Youth Movement for Transparent Elections (NAYMOTE) and their implementation of the Vote Smart Van initiative.

CSML's many partners and various activities are what allow the impact of our program to be so far reaching—but they also point to the need for continuous coordination and sharing of lessons learned. For the election program this has been manifested in monthly coordination meetings of the ten implementing partners; for the program overall this led to holding the first Regional Partners' Meeting in Gbarnga, Bong County in June. With over 100 participants and at least 37 civil society and media partners represented, the meeting created an opportunity for all those participating to share their experiences, learn from one another's successes, and build upon these lessons learned. Featuring a series of panels on various topics including organizational development and advocacy, the meeting was productive, informative, and well-timed as the CSML program comes to an end and IREX and our partners strive to sustain the gains achieved thus far for the long term benefit of the civil society and media sectors.

The aim of the Regional Partners' Meeting reflects the aim of this last year of implementation—this is a time to reflect, to take stock, and to appreciate all that we've accomplished while simultaneously recognizing that the work we all strive to do in Liberia is far from complete. As we now enter the second quarter of our final year, we will continue to learn from these lessons, further the strategies that work and move on from those that don't, and work alongside our partners to fully prepare them to continue this work long after February 2015.

## 2. PROGRAM PURPOSE

*To sustain peace in Liberia through greater inclusion, giving a voice to, informing and engaging Liberian citizens.*

### 3. PROGRAM RESULTS

Continuing a new feature that began in the previous CSML Quarterly Report, we highlight below key impact stories that emerged from IREX's program activities during this quarter:

#### **CSO Improves Sanitation in Five Communities as a Result of CSML Proposal Writing Training**

Poor water and sanitation is a major contributor to disease throughout Liberia, and many communities lack the resources to fund improved sanitation facilities, including the communities of Kolahun District, in Lofa County. Following their participation in two CSML grant writing workshops and buttressed with the support of their Mentor from YMCA, Humanitarian Initiative for County Development (HICOD) wrote a proposal for a water and sanitation project to PLAN Liberia and were successful in winning a US\$34,000.00 grant to construct hand pumps and public latrines. Today this project provides safe drinking water and clean latrines for six thousand vulnerable women and children in five communities in Kolahun District, thus minimizing the spread of disease. HICOD also has the skills and the confidence to continue to seek funds to achieve its organizational goal of expanding affordable education, livelihood, and outdoor recreation for women, youth, and children.



#### **Lessons Learned in SMS for Community Radio Inspires Cross-Continental Knowledge Sharing**

IREX implements programs in over 100 countries, and attempts whenever possible to ensure that best practices are shared across programs, countries, and continents. Recently, two CSML staffers travelled to visit IREX's Media Strengthening Program (MSP) in Maputo, Mozambique to share experiences and provide training on CSML's SMS initiative. The journalists quickly took to the idea of using opinion polls to gauge community priorities and following up with the results to promote dialogue among government, the private sector, citizens, and other key stakeholders. The information was so relevant that a lead advisor at the major technical support institution for Mozambique's 100+ radio stations took the training materials to replicate for community radio stations in his network. Initial responses indicate that the lessons learned in Liberia have far reaching implications for the community radio sector in Mozambique, and potentially throughout the continent.



#### **Partner Community Radio Stations' Increase Reach and Community-Focused Content**

A survey of radio listeners in CSML's seven counties of implementation has found that CSML's community radio partners are now reaching 94% of their target population, as compared to the 79% of two years ago. This increase is largely a result of the radio transmitters donated to the stations through the CSML program which enable the station to broadcast to a wider audience in their regions. Additionally, the survey found that the percentage of airtime on partner radio stations dedicated to community issues and dialogue is now 54% as compared to 39% two years ago. These numbers reflect the station staff's increased interest and commitment to providing relevant community-driven content to their listeners.





### **CSOs Demonstrate Improved Systems and Organizational Capacity as a Result of Mentoring**

CSML's four Resource Partners and Development Education Network-Liberia (DEN-L) work with 60 civil society organizations of various size and capacity throughout the seven target counties. In the early stages of the CSML program, many of these organizations lacked the basic systems and documentation to validate their status as functioning NGOs—largely inhibited by a lack of awareness of the necessary processes. During this quarter alone, several of these organizations have shown important growth resulting from ongoing mentoring, including seven that improved their filing systems or created new filing systems where they had none; four improved their HR documents and/or initiated HR policies where previously there was none; five substantially improved their financial operations; and one successfully revised their constitution. These improvements reflect improved organizational capacity to understand, adapt, and incorporate systems for the survival of these institutions.



### **SMS Opinion Poll on Ebola Results in Dialogue with County Superintendent**

The use of the SMS platform by a partner radio station led to an unplanned opportunity for collaboration with local government. The outbreak of Ebola in April 2014 made many Liberians fearful for their health and well-being. The spread of misinformation and assumptions of government complacency further fueled frustration and did little to mitigate risks to individual and community safety. Community Radio Station (CRS) Super Bongese in Gbarnga, Bong County utilized the CSML SMS platform to gauge listeners' thoughts on the solutions: is the solution increased security at the Guinea border? Assigning a health worker at the border point? Or should all movement to and from Guinea be terminated? The tallied votes indicated that listeners were equally torn between the three options. Unbeknownst to Super Bongese, the County Superintendent was listening in, and contacted the station requesting to come into the station and respond to the listeners' suggestions on the air. As a result, listeners received important information regarding the government's response to Ebola, and an important forum was created to encourage dialogue between local leaders and citizens.



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### **Creative Approach to Citizen Mobilization Inspires Hundreds to Learn About Their Civic Duty**

Voter turnout for non-Presidential elections is consistently low in Liberia—many Liberians feel that whoever is elected is unlikely to have any impact on their lives, and worse, elected officials are often assumed to be corrupt—with the well-being of their constituents ranked far lower than their motivation to line their pockets. It is with this understanding that National Youth Movement for Transparent Elections (NAYMOTE) is using creative approaches to get out the message about voting through the Vote Smart Van project. Dance, music videos, documentary screenings, and public dramas—these are some of the tools the VSV team is using to promote interest and engagement around the Special Senatorial Election and Constitutional review process. In June, the VSV team held community mobilization events in two areas of Gbarnga City. What began with a few dozen volunteers grew into gatherings of over 300 citizens—motorbike riders stopped in their tracks, and young men packed into pick-up trucks strained their necks to see what was happening. The VSV team creates events—happenings—that inspire some of the most marginalized in Liberia to listen, to learn, and to go out on October 14<sup>th</sup> to vote for the individual who they think best represents their economic, social, and developmental priorities—Inspiring Liberians to Vote Smart.



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## 4. PROGRAM ACTIVITIES

### 4.1. MANAGEMENT OVERVIEW

This quarter marks a significant milestone for the CSML program, as we officially enter our fifth and final year of implementation. The overall management of the program has continued to run smoothly, with some important developments. The hiring of a new Grants Associate to replace the Grants Officer who left in the previous quarter was an important accomplishment that will ensure that the Grants Office continues to provide the valuable oversight and organization of subgrantees documentation, particularly as we approach program close-out. The CSML program was also lucky to receive another graduate student from Georgetown University to serve as an intern for 10 weeks based in the Monrovia office. Victoria Heckenlaible has already proven to be invaluable, providing essential editing, writing, and logistical support to the entire program team as well as partners.

A good deal of time and energy in regards to program and staff management was dedicated in this quarter to the planning and implementation in Gbarnga of the first of two Regional Partners' Meetings and to the identification and visualization of CSML's impact through conducting surveys, success stories, and developing infographics. The successful completion of these tasks illustrates the capacity of the CSML team to work collaboratively, and often in a limited timeframe, to achieve impressive results.

In April, an outbreak of the Ebola virus in Liberia led the Chief of Party to temporarily restrict travel to Lofa County—the area with the highest incidences of the virus due to its proximity to Guinea where the outbreak originated. This resulted in the cancellation or rescheduling of some planned activities in Lofa, while some support was adjusted from in-person training to over-the-phone mentoring. IREX encouraged our partners to consider similar restrictions to ensure their safety and well-being. In May the restriction was lifted.

AS CSML has now entered its fifth and final year of implementation, the team is more energized than ever to contribute to ensuring sustainable achievements and long-term benefits for our partners, and for Liberia as a whole.

### 4.2. FINANCE, ADMINISTRATION AND IT

#### 4.2.1. FINANCE

##### 4.2.1.1. PERFORM ROUTINE FINANCIAL ACTIVITIES

###### 4.2.1.1.1. Ensure ongoing financial management of CSML

During the quarter, CSML maintained its burn rate as payments were made on new sub-grants for training and mentoring of civil society and media organizations as well as awareness on the upcoming Special Senatorial Election, contracts, and other program activities. Total expenditure for the quarter amounted to US\$934,000.00, representing approximately 37% of the annual budget of US\$2,482,000.00.

An IREX team came to Liberia May 12-16 to complete a Field Office Financial Review of the IREX/Monrovia office per the established IREX Field Office Financial Review procedures. The overall findings were quite good; as the team said in its Executive Summary, "In general, we found the systems in place to be sound, with an adequate level of internal controls and segregation of duties. The Finance and Administrative Manager, Korpo Kolee-Watson, and her team should be commended for building strong systems under difficult circumstances."

###### 4.2.1.1.2. Perform ongoing support to subgrantees on financial management

The Finance Office continued to provide ongoing financial support to subgrantees throughout the quarter. Support to subgrantees included guidance in the preparation of Certificates of Completion for milestone activities, review and correction to milestone payment requests, processing of various milestone payments, and other finance-related activities.

##### 4.2.1.2. PREPARE FOR PROGRAM CLOSEOUT



#### 4.2.1.2.1. Develop a close-out checklist for finance, administration, and grants

The Finance Office started drafting a close-out checklist for the Finance, Administration, and Grants Department during the reporting period. The checklist will be completed in the next quarter and will include activities, start and completion dates, and staff persons responsible for completing tasks.

### 4.2.2. ADMINISTRATION

#### 4.2.2.1. ENSURE THAT US-HIRES' DOCUMENTATION IS UP-TO-DATE

The Administration Office renewed the work permit of one expat staff at the Ministry of Labor. The Office also procured the necessary passport stamps for IREX's summer intern at the Bureau of Immigration and Naturalization.

#### 4.2.2.2. REVIEW, UPDATE, AND ENSURE ALL PERSONNEL RECORDS ARE PROPERLY FILED

The Administration Office reviewed and updated all personnel records and ensured they were properly filed. The Office also oversaw the hiring of one new staff member in the position of Grants Associate and completed all orientation and introduction processes. The Administration Office also reviewed and updated the Field Office Inventory by ensuring that only items with a minimum value of US\$1,000.00 be listed on the office inventory list, which was completed and sent to headquarters.

#### 4.2.2.3. RENEW SERVICE CONTRACTS AND OFFICE LEASE AGREEMENT

The Administration Office renewed three contracts during the quarter—the office lease agreement, the security guard service, and the office yard maintenance and garbage collection.

#### 4.2.2.4. PROVIDE SUPPORT TO OTHER DEPARTMENTS AS NEEDED

The Administration Office procured two new vehicles for usage by IREX's partner NAYMOTE for the Vote Smart Van initiative (see section 5.9.2.). The Office also renewed the annual vehicle insurance for twelve IREX and partner vehicles and renewed three vehicle registrations for 2014-2015.

The Administration Office provided logistical and coordination support for the hosting of the Regional Partners' Meeting in Bong County (see section 5.1.2.1.). This support included serving on the Advance Team that arrived early to prepare the meeting space and lodging for participants and facilitating participants' travel.

### 4.2.3. INFORMATION TECHNOLOGY

#### 4.2.3.1. PROVIDE ONGOING IT SUPPORT AND MAINTENANCE TO IREX

Throughout the quarter the IT Officer provided necessary IT support and maintenance to IREX staff and equipment. A replacement shared drive server was purchased and installed, internet modems were recharged regularly, and ongoing engagement with the Internet Service Provider (ISP) was conducted to ensure consistent internet access and trouble-shoot problems.

The M&E Associate and M&E Data Clerk also provided valuable support with IT maintenance while the IT Officer travelled in the field to conduct Quarterly Site Visits of the SMS hubs (see section 4.2.3.2.2.1.) and to Maputo, Mozambique for the Field Learning Exchange (see section 4.2.3.2.2. and 5.7.5.). Repairs conducted during that time included maintenance of IREX's HP printer and the Finance and Administrative Assistant's computer.

#### 4.2.3.2. PROVIDE IT SUPPORT TO CSML PARTNERS

##### 4.2.3.2.1. Provide support to PUL with OMRCH

During the quarter, The IT Officer provided support to the Press Union of Liberia (PUL) for the Online Media Resources Clearing House (OMRCH). He monitored stories that were uploaded and shared links of interesting stories on the Facebook and Twitter pages of the OMRCH. The IT Officer worked with the webmaster throughout the quarter to ensure that the site is fully functional.

#### 4.2.3.2.2. Provide support to LMC with implementation of SMS initiative

In May, the IT Officer along with the Senior Program Manager traveled to Maputo, Mozambique for a field exchange visit to IREX-Mozambique's Media Strengthening Program (MSP) (described in detail in section 5.7.5.) They conducted SMS training for the MSP team and their partners and provided new information on different SMS technologies and IT infrastructure.

In addition, with the new skills the CSML IT Officer obtained during the field exchange, he will be able to provide more ICT support to the Liberia Media Center (LMC) as they implement the CSML SMS initiative platform and consider whether some of the new technologies identified in Mozambique can be used to promote further citizen engagement in Liberia. The IT officer conducted research to assess whether Frontline SMS would be preferable to the SMS platform currently being utilized by IREX and LMC—specifically to receive complaints messages. In the following quarter the IT Officer, Senior Program Manager, and LMC will work together to determine the best way forward for the complaints component of the SMS initiative, in anticipation of the upcoming Special Senatorial Election.

The IT Officer also collaborated with the LMC IT Officer to resolve a software license problem on the SMS server operating system. A new license was provided by the server's vendor. The operating system was activated online, and the server is now fully functional.

##### 4.2.3.2.2.1. PERFORM QUARTERLY MONITORING AND MENTORING OF SMS HUBS

During the quarter, The IT Officer collaborated with the LMC to conduct quarterly site visits to the hubs in Grand Bassa, Nimba, and Bong Counties (described in detail in section 5.7.1.1.). The IT Officer repaired computers, conducted training of hub staff, and held a series of meetings on the sustainability of the platform during these site visits.

#### 4.2.3.3. CONDUCT EXCEL AND ACCESS TRAINING

##### 4.2.3.3.1. Conduct training to M&E coordinators at MPs

The IT Officer provided support in conjunction with the Civil Society (CS) and M&E Teams to several CSML partners to create M&E Calendars to help them track major activities during the quarter (see section 5.2.1.2.4.). The M&E Focal Persons and support staff from New Africa Research and Development Agency (NARDA), WONGOSOL, and YMCA participated in this training, and the remaining Main Partners will receive this training in July 2014.

#### 4.2.3.4. PROVIDE IT SUPPORT TO RSC TO IMPROVE INTERNET ENVIRONMENT

During the quarter, The IT Officer provided support to the Regional Support Center (RSC) in Gbarnga to identify a way forward in regards to the ongoing challenge of slow internet speed. Research was conducted with various Internet Service Providers (ISPs), and the IT Officer found that the GPS coordinates of DEN-L's campus render it incompatible with the fiber cables that are now available in Gbarnga. Alternative suggestions were made and the internet committee will work collaboratively to find a final solution.

## 5. TECHNICAL ASSISTANCE AND CAPACITY BUILDING FOR CSOS AND FOR INDEPENDENT MEDIA (WORKPLAN 1.)

### 5.1. FULLY INTEGRATE CSML PARTNERS AND ENHANCE COLLABORATION (WORKPLAN 1.1.)

#### 5.1.1. ENHANCE COLLABORATION WITHIN CSML (WORKPLAN 1.1.1.)

##### 5.1.1.1. HOST WEEKLY PROGRAM MEETINGS (WORKPLAN 1.1.1.1.)

Throughout the quarter, the Program Team continued to hold weekly program meetings every Tuesday at 9:00 am to update one another on planned activities, coordinate logistics, and discuss key issues as needed. The Program

Assistant continues to capture the key action points from the Program Meeting to share with the team members and Chief of Party following each meeting.

## 5.1.2. ENHANCE COLLABORATION WITH AND AMONG PARTNERS (WORKPLAN 1.1.2.)

### 5.1.2.1. HOST REGIONAL PARTNERS' MEETINGS (WORKPLAN 1.1.2.3.)

*One-hundred and two (102) representatives from civil society, media, and other key stakeholders (72 males and 30 females) participated in the first Regional Partners' Meeting in Gbarnga*

The first of two Regional Partners' Meetings (RPM) was hosted June 16-17 in Gbarnga, bringing together 37 organizations and media outlets from five counties: Bong, Lofa, Nimba, Grand Gedeh, and River Gee.

The meeting signified the official launch of CSML's Objective 8 election activities. Before the meeting was opened, participants gathered outside to watch a brief performance by NAYMOTE and their Vote Smart Van team, demonstrating how they use songs, video, and short statements to impart important election related messages. During the opening program, National Elections Commission (NEC) Chairman Jerome Korkoya, and USAID DRG Team Leader Nina Bowen cut the ceremonial ribbon.

The Chief of Party opened the meeting. For the final year of activities, he explained, IREX is engaging all of its 90+ partners to ensure that Liberia benefits from all their experiences. He asked each partner to reflect on their achievements, critically look at the challenges faced, and look ahead to see how the remaining months can reflect these lessons learned. He then presented an infographic with statistics representing some of CSML's impact. For example, in 2010 partner community radio stations (CRSs) reached 79% of their target population, while today they reach 94%. In 2010, 38% of partner CRSs' content was devoted to information and news, and today, it is 54%.

In her keynote address Nina Bowen encouraged the CSOs and media partners to share their ideas for a USAID follow on program after the close of CSML. "Without you, we realize that USAID's work with the government of Liberia will really not have the results we seek to achieve," she said. She encouraged participants to push for more change and to teach other CSOs and media outlets what they have learned. She specifically asked the CRSs to share their lessons, explaining that USAID programs around the world regularly contact the Liberia office about the community radio program's success. "While your path seems hard and you've gone through many challenges, know that you are not only forging a path here but forging a path for community radio activists in other countries."

NEC Chairman Jerome Korkoya delivered special remarks before overseeing the launch of CSML's election activities. He highlighted the NEC's appreciation of Liberia's CSOs and their role in democracy. "Democratic elections...need to be checked, need to be monitored, need to be guarded, and need to be promoted as to ensure transparency," he said. For these reasons, "civil society and the media have been important partners of the NEC in our endeavor to ensure fair, free, and credible elections."

Dr. Maureen Taylor, an M&E consultant from Social Impact (SI), introduced the concept of Most Significant Change (MSC), a qualitative method designed to capture the stories behind the numbers. "Numbers don't tell the whole story, which is why we need your help to tell your story," said Dr. Taylor. The partners were asked to submit stories about major changes in their personal lives, organization, community, sector, and cross-sector relationships inspired by the CSML Program in order to add context to the numbers that IREX and its partners have been collecting.

The meeting included seven panels on which representatives of the partners from all the targeted counties had the opportunity to relate their experiences. The total number attending was 102 people—72 males and 30 females. Of this number, 22 came from the media, 35 came from CSOs, 18 from IREX, three from The Carter Center (TCC), and two from SI. The RPM was organized by a multi-partner committee chaired by the Senior Civil Society Program Officer. The final program for the Regional Partners Meeting is included with this report as Attachment 1.

5.1.2.2. COMPILE AND SEND TRAINING MANUALS AND OTHER RESOURCE MATERIALS TO HQ  
(WORKPLAN 1.1.2.8)

Throughout the quarter, CSML Program Staff finalized various training manuals and materials for onward submission to our headquarters in DC. These include several civil society-associated training manuals developed by the Mentors and Master Trainers as well as CEMESP (see section 5.2.1.5.2.), a training and mentoring manual on basic journalism and content creation developed by the LMC (see section 5.6.5.), and two Monitoring and Evaluation reports resulting from completed surveys (see section 8.1.3.). Other manuals and materials continue to be finalized and will be submitted to HQ throughout the coming months, these include the Vote Smart Van (VSV) Training of Trainers Manual developed by NAYMOTE and a Gender training manual and toolkit developed by IREX's Gender and Youth Manager and Intern.

5.2. OBJECTIVE ONE: *CSOS HAVE MEASURABLY INCREASED ORGANIZATIONAL CAPACITY AND CULTURE TO SERVE AS A VEHICLE FOR REPRESENTING THEIR MEMBERS' NEEDS* (WORKPLAN 1.2.)

5.2.1. ENHANCE INSTITUTIONAL CAPACITY OF RESOURCE PARTNERS (RPS) (WORKPLAN 1.2.1)

The four Resource Partner (RP) organizations and DEN-L completed their assessments for the end of Year Four and laid out their capacity building plans for Year Five.

5.2.1.1. PROVIDE ORGANIZATIONAL DEVELOPMENT TRAINING/SUPPORT TO RPS (WORKPLAN 1.2.1.1.)

5.2.1.1.1. Hold OD III training for MTs and mentors including practicalizing strategic planning (WORKPLAN 1.2.1.1.1.)

*Twenty-one (21) Master Trainers and Mentors (11 males and 10 females) took part in an intensive training in facilitating strategic planning.*

*One RP used its training in strategic planning to facilitate a strategic plan retreat of a network of seven (7) CSOs.*

Ghanaian Consultant Dan Inkoom led the third round of Organizational Development (OD) training for the Mentors and Master Trainers from all MPs, the RSC, and the Female Journalists Association of Liberia (FeJAL) in May. It was an intensive week-long training focused on facilitating the strategic planning process. The participants had requested this topic during the planning for Year Five because they are frequently asked for this type of support from mentees, but they felt they needed more work on it themselves. Topics included developing a mission, vision, objectives, and goals; and conducting situational, SWOT, and problem analyses. Participants sent their organizations' strategic plans to the facilitator in advance of the training, and during the training he used them as examples and asked participants to evaluate them using what they had learned.

NARDA was able to put the training to use in the same quarter by facilitating a two-day retreat for seven representatives of the Bong County CSO network BONGONET. They reported that the Quadrant of Change tool was helpful in identifying issues of significance that led to several decisions (see section 5.2.2.1.3.)

5.2.1.2. ENHANCE MONITORING AND EVALUATION CAPACITY OF MAIN PARTNERS  
(WORKPLAN 1.2.1.2.)

5.2.1.2.1. Conduct training for other program staff persons (WORKPLAN 1.2.1.2.1.)

SI consultant Dr. Maureen Taylor arrived in June and is staying into July. Among her activities in June was planning with the CS Team for a four-hour training with all the program staff in the RPs. The focus will be on the roles and responsibilities of program staff in the M&E system, including a basic understanding of the systems being set up in their organizations. The M&E Coordinators in each organization will also take part. Training dates are set for early July.

5.2.1.2.2. Mentor M&E coordinators on system set up and developing effective M&E tools  
(WORKPLAN 1.2.1.2.2.)

*Eight (8) M&E Coordinators in the four (4) RP organizations worked with the consultant to improve their skills and upgrade their M&E databases.*

Dr. Taylor carried out mentoring visits in June to the M&E staff in each RP to do trouble shooting and consolidate their knowledge and skills for continuance of their work. A second person had been identified in each office to take part as a means for sustaining the M&E database and operations.

5.2.1.2.3. Mentor M&E coordinators on M&E presentations to ED & other program staff in their organizations (WORKPLAN 1.2.1.2.3.)

In discussion with the consultant, the CS Team modified this activity for the M&E Coordinators to engage with their program staff in the latter's training the following month through demonstrations and exercises rather than making "M&E presentations." This will involve the program staff more directly in the workings of their organizations' M&E systems than a presentation would, while still requiring the M&E coordinators to plan how to explain their systems to their colleagues.

5.2.1.2.4. DEVELOPING M&E CALENDAR (WORKPLAN 1.2.1.2.4.5.)

*Twelve (12) M&E Coordinators (8 male and 4 females) in three (3) RP organizations have set up and been trained to use an M&E calendar in MS Access.*

The M&E Coordinators in three RPs benefited from one-on-one training in May and June to develop an M&E calendar using Microsoft Access. The calendar will capture all the program events that are to be tracked by the M&E team. This need was identified during a visit last year by the SI consultant who found that the M&E Coordinators did not receive regular information from program staff to know when events requiring monitoring take place.

5.2.1.3. STRENGTHEN RPS' GRANT MENTORING SKILLS (WORKPLAN 1.2.1.3.)

5.2.1.3.1. Administer increased number of grants to RPs for CSOs (WORKPLAN 1.2.1.3.1.)

*Twenty-one (21) CSOs worked on CSML grant proposals with RP assistance.*

During the quarter the RPs along with the RSC mentored 21 organizations writing 18 grant proposals for the CSML election grants or Constitution review grants.

5.2.1.4. ENHANCE RPS' FINANCIAL SUSTAINABILITY (WORKPLAN 1.2.1.4.)

5.2.1.4.1. Build on skills acquired during proposal writing training through mentoring  
(WORKPLAN 1.2.1.4.1.)

*After RP mentoring, four (4) CSO proposals were approved for funding.*

Of the 18 proposals being written by CSOs with RP assistance, 12 were forwarded by the RPs to the CS Team for approval during the quarter under review. The team was able to approve three grants based on the RP's first submission, while nine had to be returned with instructions for further mentoring. Several of the returned grants came back with revisions, and by the end of the quarter a total of four had been approved. This record has put needed pressure on everyone to get satisfactory projects planned and written in time for implementation before the election, and the RPs are taking the challenge seriously.

5.2.1.5. EXIT STRATEGY FOR RPS (WORKPLAN 1.2.1.5.)

5.2.1.5.1. Establish and convene committee to decide policy on certificates for RP organizations/MTs and mentors at end of program conference (WORKPLAN 1.2.1.5.1.)

A committee composed of the four MTs from the RPs met during the RPM to consider the most appropriate ways to recognize the enhanced capacity acquired by the MTs and Mentors at the end of the program. They proposed that



all trainers and mentors should be certificated for the skills they attained, and that a further certificate of achievement should be awarded to trainers who participated in the development of training manuals.

5.2.1.5.2. Edit and print training materials and other resource materials (WORKPLAN 1.2.1.5.3.)

*Five (5) CSML training manuals were edited and finalized for continuing use by Master Trainers and Mentors after the end of the project.*

The CS Team completed the editing of five training manuals and/or materials so that Liberian Master Trainers and Mentors can use them in providing capacity building assistance to other organizations in the future. They provide core content for each training topic as well as instructions to guide trainers to facilitate exercises for Liberian adult learners. The manuals/materials are listed below and included with this report as Attachments 2 through 6.

- Proposal Writing and Report Writing Facilitator's Manual
- Project Cycle Management/Proposal Writing/Report Writing Facilitator's Manual
- Fixed Obligation Grant Training Materials, including PowerPoint and Handouts
- Reconciliation Trainer's Guide in Practice Mediation and Negotiation II
- Participatory Governance Training Manual prepared by CSML partner CEMESP

5.2.2. ENHANCE THE INSTITUTIONAL CAPACITY OF CIVIL SOCIETY ORGANIZATIONS (CSOS)  
(WORKPLAN 1.2.2.)

*One (1) CSO partner took a significant step toward resolving a long-term dispute that was hampering its progress as a CSO.*

The Senior Civil Society Specialist travelled to Nimba County in April partly to further investigate a schism within EARS for the Masses (EARS) between two factions claiming to each be the true representatives of the CSO. This had been investigated earlier by the RP Mentor when a letter from one faction was sent to IREX in 2013 stating that the other faction (those in Sanniquellie) had been suspended from the CSO because of theft of funds. The Mentor reported that the accused persons had been working as the EARS leaders at least since the start of CSML, and that they were recognized as such by their board and within the county. At the April meeting the Sr. CS Specialist listened to the two who have represented EARS to the CSML team in all events and meetings since 2010 using the titles of Executive Director and Program Manager. The meeting was also attended by the Chairman of the Board of Directors. They recounted details going back to 2009 to claim that the people who wrote the letter in 2013 left Nimba County in 2009 and have not been involved since then except to fight them publicly. Upon the Sr. CS Specialist's return to Monrovia, the IREX Chief of Party called one of the signers of the letter. That person confirmed that he and his colleague left in 2009, but that they still were the true Executive Director and Administrator. He suggested that IREX call the chairman of the Nimba County CSO Network. The chairman said that the schism was indeed a continuing problem that he and others had tried to mediate without success.

Based on this response, IREX sent another team that included the RSC Coordinator (EARS is in the RSC pilot group) to meet with the Nimba network chairman and investigate further. They held a meeting attended by two representatives of the Nimba network, one representative of the faction that wrote the letter, and four representatives of the faction that has been working with CSML. After a difficult meeting in which each party demonstrated anger and hurt feelings and blamed the other faction for misuse of funds, the two factions agreed to try to bring about harmony and signed a resolution committing themselves to carry out three activities: restructure the board and management to bring in two representatives of the faction that sent the letter (including the one present at the meeting), jointly sign an MOU stating the new leadership, and jointly sign a letter to partners retracting the letter on alleged financial impropriety and announcing that EARS members have resolved their issues and are working together. CSML will follow up on their progress.

#### 5.2.2.1. ENHANCE MENTORING PROVIDED TO CSOS BY RPS (WORKPLAN 1.2.2.1.)

*Fifty-four (54) CSOs received their Year Four assessment results and discussed their capacity building priorities for the next year.*

Early in the quarter the RPs and RSC completed the Year Four assessment of 54 CSOs and then met with them to discuss and develop their Year Five capacity building plans. The RPs increased the mentoring time to three full days per month per CSO as planned.

Five CSOs did not make themselves available for assessment despite the RPs' repeated efforts to schedule them. The staff of these CSOs have also been missing mentoring dates for up to three months by not answering calls from the mentors or not being at the office when the mentor arrives. Their mentoring RPs are trying to hold final discussions with them to confirm that they no longer want to avail themselves for the program.

The Sr. CS Specialist monitored the progress of two CSOs in Nimba County, Botanical Product Association of Liberia (BOTPAL) and EARS. Both are small organizations in which all staff work as volunteers between periods of small grants, and they had almost no systems in place when accepted as CSML partners. Some systems have been established now, and files have been set up. They both continue to work, even without salaries, toward their missions—BOTPAL to identify buyers for farmers' forest products and EARS to monitor government and concession activities and spending. The EARS Program Officer serves as the CSO representative to the Mine Resettlement Coordinating Committee working with Arcelor-Mittal.

For a period in April and May, IREX postponed travel by its staff to Lofa County while monitoring the Ebola outbreak and recommended to MPs, without telling them decisively, that they follow suit. The YMCA did some visiting after the warning was lifted and reported it was able to visit all its CSOs during the remainder of the quarter, and that all staff followed MOHSW recommendations carefully.

##### 5.2.2.1.1. RPs provide intensive mentoring to set up files and finalize policies (WORKPLAN 1.2.2.1.1.)

*Seven (7) CSOs showed improved filing systems or new filing systems where they had none.*

*Four (4) CSOs put improved HR documents or policies in place.*

*Five (5) CSOs showed improved financial operations.*

*One (1) CSO completed revision of its constitution.*

The Mentors worked with partner CSOs to review their filing systems and strengthen those that were weak. This was done in group mentoring sessions for all staff involved in file management within the organization to ensure that all are aware of the system and prepared to maintain it. The following CSOs were able to present filing systems for the first time or improved filing systems:

- Village Development Fund (VDF)
- Common Action Liberia (CAL)
- Peace Building Resource Center (PBRC)
- Amu Wulu Forum
- Feeding House Organization (FHO)
- Refugees Educational Sponsorship Program Enhancing Communities Together (RESPECT)
- Rebuild Africa

In other organizations, mentoring focused on Human Resource documents such as job descriptions, HR manual, or HR policies and on financial operations such as filing cash payment receipts with supporting documents and

developing requisition forms and payment vouchers. Those that have put improved HR documents or policies in place include:

- Children Assistance Program (CAP) – revised personnel policy in place
- We Care – drafted an HR policy
- Flomo Theatre Production (FTP) – new personnel manual
- Self- Help Initiative for Sustainable Development (SHIFSD) - new personnel manual

The following CSOs enhanced financial operations through the use of payment slips, requisition forms, asset registries, or logistics policy:

- Rebuild Africa
- Amu-Wulu
- FHO
- RESPECT
- Community Safety Initiative (CSI)

In addition, one organization, National Adult Education Association Liberia (NAEAL), completed a revision of its constitution.

5.2.2.1.2. Provide mentoring on proposal development and grants implementation  
(WORKPLAN 1.2.2.1.2.)

*Twenty-one (21) CSOs worked on developing CSML grant proposals with intensive mentoring from their RPs.*

*Seven (7) CSOs took advantage of a special opportunity to submit a proposal for a State Department DHRF grant.*

Much of the RPs' mentoring time this quarter was spent on providing feedback and suggesting revisions on CSOs' CSML grant proposals. A total of 21 CSOs were working on 18 proposals. The primary problems were inadequate description of what the activities entailed and bloated budgets. Generally the concepts, such as how to make people think about the country's vulnerability to violence and how voters should assess the candidates, are understood, but describing the process in writing is challenging. The proposals are discussed in more detail in sections 5.2.3.1. and 5.9.3.

In mid-June the USAID DRG team notified CSML that \$47,500 in State Department Democracy and Human Rights Funding grants was available for "small, highly focused, short-term, high-impact activities proposed by indigenous organizations." Because the funds needed to be obligated quickly, the lead time was short. The CS Team notified several stronger CSOs, and seven proposals were submitted before the deadline. Unfortunately because of the short timeframe, the Team was unable to provide feedback or suggest revisions on the proposals submitted.

5.2.2.1.3. Provide mentoring on strategic plan development

*Seven (7) CSO members of BONGONET including two (2) CSML partners developed a draft strategic plan with mentoring from the RP NARDA.*

*One (1) CSO (not in the RSC pilot program) wrote a business plan.*

Seven CSO members of the Bong County CSO Network BONGONET assembled in Gbarnga for a two-day strategic planning retreat facilitated by CSML's RP NARDA. NARDA staff had just taken the OD training on strategic planning, as discussed in 5.2.1.1.1. Two of the participating CSOs, Community Development and Research Agency (CODRA) and Bong Youth Association (BYA), are CSML partners. By the end of the retreat BONGONET changed its mission and vision statements, identified the need for restructuring their leadership and governance, and completed the first

draft of their strategic plan, which calls for greater collaboration on activities useful to all network members. This was the first effort by the network to develop a strategic plan.

Another CSO, Self-Help Initiative for Sustainable Development, has made a move toward diversification of revenue and strategic thinking by writing a business plan, without the benefits of the specialized training offered in the Resource Support Center pilot project.

#### 5.2.2.1.4. Hold mentoring meetings for MTs and mentors (WORKPLAN 1.2.2.1.6.)

The Regional Partners Meeting in Gbarnga (5.1.2.1.) was an opportunity for MTs, Mentors, and the CS Team to share experiences in the context of the discussions generated by the program's mentee partners. One of the primary focuses for these discussions was the Most Significant Change concept and how to look for activities that led to positive results that should be shared.

#### 5.2.2.2. EXIT STRATEGY FOR CSOS (WORKPLAN 1.2.2.2.)

##### 5.2.2.2.1. Establish and convene MT/Mentors committee to decide policy on certificates for CSOs and/or individuals at end of program conference (WORKPLAN 1.2.2.2.1.)

The MT committee to make recommendations on end-of-project certification (5.2.1.5.1.) recommended with regard to CSOs that certificates be given to institutions rather than individuals. At the next meeting they will determine criteria for demonstrating adequate levels of participation in training, mentoring, and grant implementation for recognition.

##### 5.2.2.2.2. Develop and utilize checklist of all documents CSOs should have in their offices (WORKPLAN 1.2.2.2.2.)

The Sr. CS Program Officer led a team of MTs and Mentors that identified documents such as check requisition form, hiring policy, or inventory stock card that they have found most useful in their mentoring. A check list was developed and has been shared with everyone in order for them to make their final inputs before sharing with the CSOs.

### 5.2.3. PROMOTE RECONCILIATION AMONG CITIZENS THROUGH CSO LED ACTIVITIES (WORKPLAN 1.2.3.)

#### 5.2.3.1. PROVIDE GRANTS PROMOTING HARMONY AND NON-VIOLENCE AROUND ELECTION (WORKPLAN 1.2.3.1.)

*Thirteen (13) CSOs worked on eleven (11) proposals that address non-violence during the campaign and election period.*

Thirteen CSOs are working on grant proposals to address non-violence during the campaign and election period. Examples include:

- Prison Fellowship Liberia plans to organize a sports tournament, dramas, and debate in ten communities of Monrovia.
- Society for Women and AIDS in Africa (SWAA) wishes to work with fifty sex workers to raise awareness on violence prevention among other hard-to-reach youth.
- Community Empowerment and Sustainable Program (CESP) proposes to engage community mobilizers to carry out forums and dramas and use IEC materials for mobilization activities in rural Montserrado communities.
- The African Network for the Prevention and Protection against Child Abuse and Neglect (ANPPCAN) will hold a series of round table discussions in two communities to discuss how to promote non-violence.
- The United Muslim Women Advocacy and Empowerment Organization (UMWAEAO) is working to hold seven forums and twelve community meetings in Montserrado District 17.
- The Federation of Liberian Youth (FLY) wishes to promote non-violence to hard-to-reach youth.

- HICOD and CAL intend to hold town hall meetings in large population centers in eight districts of Lofa County with live radio coverage by CSML partner Radio Kintoma.
- Save My Future Foundation (SAMFU) and the Southeastern Women Development Association (SEWODA) are working together on both peaceful elections and Constitution review.
- Flomo Theatre is writing a proposal entitled “Election Violence and Conflict Prevention through Arts and Education.”
- CAP will do awareness raising about election violence in the Old Road and Peace Island communities.
- We Care plans to hold community dialogue meetings, symposia, and mock elections with youth and students to discuss election violence.

### 5.3. OBJECTIVE TWO: *ADVOCACY CSOS HAVE CAPACITY TO MONITOR GOVERNMENT POLICY, PERFORMANCE AND EXPENDITURES (WORKPLAN 1.3.)*

#### 5.3.1. PROMOTE ADVOCACY AND ADDRESS CORRUPTION THROUGH CSO LED ACTIVITIES (WORKPLAN 1.3.1.)

##### 5.3.1.1. PROVIDE GRANTS IN SUPPORT OF CIVIC EDUCATION—ELECTIONS AND CONSTITUTIONAL REVIEW PROCESS—AND MENTOR CSOS IN GRANT PLANNING AND IMPLEMENTATION (WORKPLAN 1.3.1.1.)

*Three (3) CSOs are working on projects to raise awareness on special election themes.*

*Seven (7) CSOs are working on five (5) projects to educate and promote citizens’ participation in the Constitution review process.*

The 13 CSOs working on election violence themes will also be providing general information about the elections such as how to wisely select candidates, or consequences of selling one’s vote. In addition to these 13, three other CSOs have chosen to promote understanding of special election themes and seven are developing projects to raise citizens’ understanding and participation in the Constitution review process. Bassa Women Development Association (BAWODA) and Aiding Disadvantaged and Traumatized Women (ADWANGA) are working to encourage citizens to consider women candidates. BYA’s project, entitled “Know Your Candidates and Vote Wisely,” will seek to put together information on the Bong County candidates through interviews and research in order to inform citizens. Secondly they will hold interactive fora where people can speak directly with the candidates (see also 5.9.3.)

CSOs developing projects related to the Constitution review (discussed more fully in 5.4.1.1.) are as follows:

- SAMFU and SEWODA joint project
- CODRA
- National Empowerment Program for Women and Children (NEP)
- Sustainable Agriculture Program (SAP) and Ballet Gedeh Rooster joint project
- Bassa Concerned Citizens Movement (BCCM)

### 5.4. OBJECTIVE THREE: *ENHANCE PERCEPTIONS OF CSOS BY GOVERNMENT AND OF THE GOVERNMENT AND CSOS BY CITIZENS (WORKPLAN 1.4.)*

#### 5.4.1. IMPROVE CITIZENS’ DIALOGUE WITH THEIR LEADERS THROUGH CSO LED ACTIVITIES (WORKPLAN 1.4.1.)

##### 5.4.1.1. PROVIDE GRANTS TO PROMOTE CSOS’ INVOLVEMENT IN NATIONAL REFORM PROCESSES SUCH AS THE CONSTITUTIONAL REVIEW PROCESS THROUGH MENTORING AND GRANT ACTIVITIES (WORKPLAN 1.4.1.1.)

*Seven (7) CSOs are working on five (5) projects to educate and promote citizens’ participation in the Constitution review process.*



As noted in 5.3.1.1., five projects are being developed by CSOs to do civic education about the Constitutional review process. All intend to ensure that the voice of the beneficiaries they reach are heard by the Constitution Review Committee (CRC). For example, BCCM will hold public meetings to create opportunities for citizens to put forward their views and suggestions to the CRC, which will be invited to send a representative to each town hall. Also the CODRA project, entitled “Gathering the Views of Rural Women and Youths for the Constitution Review Process (CRC) through Public Awareness and Consultations” will make a special effort to compile women and youths’ views for forwarding to the Committee. SAMFU and SEWODA plan to jointly provide a three-day training to 12 Social Workers who will then engage hard to reach communities in River Gee County on the Constitutional review process. SAP and Ballet Gedeh Rooster in Grand Gedeh County plan to include a radio talk show in collaboration with a CRC county officer. They will also hold a forum on the review process for 25 persons each in ten targeted communities to serve as mobilizers on the process and work with the communities to hold their own cultural performances around the theme of the Constitutional review process.

#### 5.4.1.2. EXIT STRATEGY (WORKPLAN 1.4.1.3.)

##### 5.4.1.2.1. Produce “Voices of the People” (WORKPLAN 1.4.1.3.1.)

The CS Team’s circulated announcement for a consultant to produce the “Voices of the People” did not bring the hoped for results, so they decided to break the consultancy into two parts so that a recording consultant could be hired separately from the consultant who edits the written paper. A consultant for the Media Team was identified to do the written editing, and the Team placed an announcement in three newspapers for the technical consultant.

#### 5.4.2. TCC SUPPORT TO THE NATIONAL TRADITIONAL COUNCIL (WORKPLAN 1.4.2.)

##### 5.4.2.1. CONDUCT CAPACITY BUILDING TRAININGS FOR TRADITIONAL LEADERS (WORKPLAN 1.4.2.1.)

##### 5.4.2.1.1. County level trainings (WORKPLAN 1.4.2.1.2.)

*One-hundred and seventy-six (176) traditional, women, and youth leaders (108 males and 68 females) participated in TCC and NCCE-led training on the Liberian legal system, conflict resolution strategies, and gender-based violence.*

Throughout the quarter The Carter Center (TCC) in partnership with the National Council of Chiefs and Elders (NCCE) conducted four capacity building trainings for traditional, women, and youth leaders in Bong and Nimba Counties.

During the trainings, TCC legal associates led sessions on the Liberian Constitution and the dual justice system (fundamental rights, citizenship, and the three branches of government), the criminal Justice system of Liberia (police, courts and corrections), the budget law, the Freedom of Information (FOI) law, and the identification of gender-based violence. Similarly, the conflict resolution facilitators held sessions on definition of conflict, conflict styles, alternative methods of conflict resolution (negotiation, mediation and arbitration), third-party dispute resolution (customary and formal), mediation, and arbitration. In addition, facilitators focused on social accountability issues with emphasis on citizens’ participation in governance, citizens’ roles in decision making processes, citizens’ roles in deriving development agendas for their community, and the role of citizens in ensuring their leaders are accountable to them.

This training was held for 36 women leaders in Nimba County April 21<sup>st</sup>-23<sup>rd</sup>, 45 Chiefs (including 6 females) from Nimba County May 5<sup>th</sup>-7<sup>th</sup>, 45 traditional leaders (including 6 females) from Bong County June 11<sup>th</sup>-13<sup>th</sup>, and 50 youth leaders (including 20 females) from Nimba June 26<sup>th</sup>-28<sup>th</sup>.

The participants of these trainings incorporated lessons learned from previous trainings and shared examples from their own experiences with conflict mitigation and accountability. They left feeling commitment to serving valuable informed roles as leaders in their communities.

During the Chiefs training in Nimba, the Chiefs applied their conflict resolution skills to resolve a two-year power struggle for the leadership of the Nimba County Council of Chiefs and Elders. Since the death of the previous chairman, the acting Chairman Peter G. Barloun has been under immense pressure and criticism by his colleagues who feel that he lacks the requisite qualifications to lead the County Council of Chiefs and Elders. Moreover, he is not a member of the Poro and is an herbalist who lacks leadership ability. However, at the training, the chiefs resolved together that Elder Peter Barloun should remain as the Chairman until elections in 2016.

## 5.5. OBJECTIVE FOUR: *INDEPENDENT MEDIA OPERATES MORE PROFESSIONALLY* (WORKPLAN 1.5.)

### 5.5.1. ENHANCE INSTITUTIONAL CAPACITY OF MEDIA MAIN PARTNERS (MMP) (WORKPLAN 1.5.1.)

#### 5.5.1.1. PROVIDE OD TRAINING AND MENTORING (WORKPLAN 1.5.1.1.)

*Seven (7) individuals (3 males and 4 females) from the Media Main Partners (MMPs) strengthened their strategic planning skills and processes through Organizational Development training.*

The third round of organizational development training for IREX partners, mentors, and master trainers was held from May 27-31. The two Main Media Partners (MMPs) and FeJAL learned how to develop strategic plans for their organizations during a five-day training provided by regional consultant Dan Inkoom.

The training focused on the strategic planning process, including developing a mission, vision, objectives, and goals; and conducting situational, SWOT, and problem analyses. Before the training, the consultant reviewed the Strategic Plan from each Main Partner organization and worked with the participants to practice their new knowledge with their own strategic plan, and share their work with each other.

Before the training, Evelyn Kpadeh, reporter and Executive Producer of the Morning Talk Show at LWDR, said she thought strategic planning was the responsibility of management and board members. But the training taught her that everyone in the organization has a responsibility to figure out where the organization is going and understand their role in it. The training, she said, was helpful because it enabled her and her colleagues from Liberia Women Media Action Committee (LIWOMAC) to critique the organization's draft strategic plan and fine tune it. "We were able to identify loopholes and see how we can change things," she said. "I had no idea of writing a strategic plan, now I can make positive contributions to my organization."

#### 5.5.1.2. HOLD MONTHLY MEETINGS WITH EACH MMP (WORKPLAN 1.5.1.2.)

Throughout the quarter, the Media Team continued to hold meetings with the two MMPs and partners under the Specialized Consulting and Business Development Initiative (SCBDI) to ensure effective coordination of activities. On May 12, the IREX Media Team met with the LMC to discuss the election project and CSML's Year Five implementation plan for community radio stations (CRSs) and SCBDI partners.

In June, the Senior Media Specialist held several meetings with the staff at LIWOMAC and the LMC to discuss the implementation of Year Five activities and progress on the various aspects of the election project (election activities described in detail in section 5.9.).

### 5.5.2. SPECIALIZED CONSULTING AND BUSINESS DEVELOPMENT INITIATIVE (WORKPLAN 1.5.2.)

#### 5.5.2.1. ENHANCE MENTORING OF SCBDI PARTNERS TO IMPROVE EDITORIAL CONTENT AND BUSINESS PLAN IMPLEMENTATION (WORKPLAN 1.5.2.1.)

##### 5.5.2.1.1. Hold more reporting trips (WORKPLAN 1.5.2.1.2.)

*Five (5) SCBDI reporters investigate citizens' protest against ArcelorMittal mining operations in Nimba County.*

Five reporters traveled to Nimba and Grand Bassa Counties May 24-28 to investigate citizens' protests against international mining firm ArcelorMittal. Protesters said they were protesting because they do not see the impact of the iron ore proceeds in their communities as earmarked in the concession agreement. They accused ArcelorMittal of reaping huge benefits from iron ore and not investing in roads, schools, and health care. In Nimba County, they interviewed residents, county officials, and protest organizers, and in Grand Bassa, they interviewed ArcelorMittal's Chief Operating Officer and Director of Communications.

Media outlets that made the trip were from LWDR, SKY-TV, LUX-FM, Women Voices and ELUM. With editing support and guidance from the Media Team, the reporters from Women Voices and Sky FM/TV ran their stories in June and the other three reporters plan to publish their stories in early July.

There were no reporting trips in April and June. In April, the LMC was still finalizing its Year Five proposal and the June reporting trip conflicted with the schedule of the Regional Partners' Meeting (section 5.1.2.1.).

#### 5.5.2.1.2. Increase involvement with Media Managers (WORKPLAN 1.5.2.1.3.)

*Eleven (11) reporters and editors (6 males and 5 females) took part in the April Editors and Mentees meeting; twelve (12) (8 males and 4 females) participated in the May meeting, and twelve (12) (8 males and 4 females) attended in June.*

During the quarter, the LMC facilitated three Editors and Mentees' meetings with partner outlets under the SCBDI.

On April 7<sup>th</sup>, editors and mentees discussed developing story ideas on the Constitution review process, the Ebola virus, and reports that people with disabilities felt excluded from the Special Senatorial Election process. Reporters also discussed these topics as potential story ideas for the May reporting trip. During the meeting, reporters were encouraged to develop story ideas for the May 3<sup>rd</sup> observance of World Press Freedom Day. The PUL had planned a series of events in Gbarpolu County and encouraged reporters and media outlets to report stories from Gbarpolu during the festivities. The 11 reporters and editors (6 males and 5 females) who attended the meeting represented six partner outlets: LUX-FM, United Methodist Radio, LWDR, SKY-FM/TV; and Daily Observer and Public Agenda newspapers.

On May 6<sup>th</sup>, 12 Monrovia-based reporters (8 males and 4 females) attended the monthly Editors and Mentees meeting at the LMC. Participating media outlets included: LUX-FM, SKY FM/TV, United Methodist Radio (ELUM), Liberia Women Democracy Radio, Daily Observer and Public Agenda. During the meeting, reporters and editors credited the mentoring and thematic trainings for improving their editorial content.

Dominic Farley, Editor of Public Agenda, said he spent less time editing stories because the reporters' writing and reporting skills had improved tremendously, and his reporters were seeking diverse sources to strengthen their stories. Esau Farr, a reporter with LWDR, said his reports are more balanced and accurate because he engages more diverse sources. He said the conflict sensitive reporting training in April helped him identify stories that focus on the community and the issues that affect people, instead of the feuds between political candidates. He and other reporters said they were more sensitive about how they cover women and try to seek women's voices for their stories (see section 5.9.4.1.1.).

On June 9<sup>th</sup>, 12 Monrovia-based reporters (8 males and 4 females) attended the Editors and Mentees' meeting at the LMC. Participants discussed organizing reporting trips around the Special Senatorial Elections; more one-on-one mentoring on reporting, editing, grammar and production; and training editors how to mentor reporters.

Reporters who traveled to Nimba and Grand Bassa Counties in May to report on citizens' concerns about the slow pace of Arcelor Mittal's investment in the iron ore concession communities shared their experiences. Alice Mae-Wellington, of LUX-FM radio, said the field experience complemented the journalism trainings and mentoring she received in reporting and script writing. Leo Gbarteah of Women Voices newspaper said the field experience gives reporters an opportunity to draw attention to issues outside of Monrovia and get citizens' voices on issues that affect them. Her story was published in Women Voices newspaper on June 23<sup>rd</sup>.

The reporters also discussed story ideas for the July reporting trip. Their ideas include the stalled Independence Day projects in Grand Kru and Sinoe Counties, voter apathy in Grand Cape Mount County, and the effect of sea erosion in Maryland County.

5.5.2.1.2.1. ORGANIZE TOT FOR MEDIA MANAGERS ON HOW TO MENTOR REPORTERS (WORKPLAN 1.5.2.1.3.2.)

In June, the Senior Media Specialist met with the LMC to discuss plans for a Training of Trainers (ToT) for Monrovia-based media managers to prepare them to effectively mentor reporters. Expected to be held in July, the two-day training will demonstrate how editors and news managers can work with their reporters to incorporate the thematic trainings and mentoring they have received in their daily work.

5.5.3. SOL PLAATJE MEDIA LEADERSHIP TRAINING PROGRAM (WORKPLAN 1.5.3.)

5.5.3.1. ENHANCE THE ROLE OF SOL PLAATJE FELLOWS AS MEDIA MENTORS (WORKPLAN 1.5.3.1.)

5.5.3.1.1. Increase mentoring for CRs and SCBDI partners (WORKPLAN 1.5.3.1.1.)

5.5.3.1.1.1. SOL PLAATJE FELLOWS PROVIDE OD MENTORING TO CRSS IN FIVE NON-RSC COUNTIES (WORKPLAN 1.5.3.1.1.1.)

*One (1) CRS completed the development of financial and HR policies where there had been none.*

In April, the management team at the Voice of Rural Montserrado completed its financial and HR policies after receiving coaching and mentoring from one of the first Sol Plaatje Fellows. The station, which previously had no written policies, now has procedures for requesting money and budgeting. The station manager submitted the financial and HR plans to the board for review.

5.5.3.1.1.2. SOL PLAATJE FELLOWS CONTINUE TO WORK WITH SCBDI PARTNERS ON BUSINESS PLAN DEVELOPMENT (WORKPLAN 1.5.3.1.1.2.)

*Three (3) media outlets completed draft business plans.*

In June, two partner newspapers and one radio/television—Women Voices and Heritage newspapers and SKY Communications—completed draft business plans, thanks to the mentoring and training provided by Sol Plaatje fellow Samuka Konneh. The Media Team reviewed the drafts and gave feedback to Konneh who will continue to work with the outlets to develop an implementation plan.

5.5.4. WOMEN'S MEDIA INITIATIVE (WORKPLAN 1.5.4.)

In May, LIWOMAC completed and submitted to IREX its Year Five proposal template, work plan narrative, timeline and budget for implementing CSML's Women's Media Initiative (WMI) activities. USAID granted concurrence, and it was signed. ENSURE IMPROVED WORKING ENVIRONMENT FOR WOMEN IN THE MEDIA (WORKPLAN 1.5.4.1.)

5.5.4.1.1. Finalize Gender Policy (WORKPLAN 1.5.4.1.1.)

5.5.4.1.1.1. HOLD VALIDATION ROUNDTABLE WITH STAKEHOLDERS (WORKPLAN 1.5.4.1.1.1.)

Work on the draft Gender Policy and validation roundtable was delayed due to the travel schedules of two key individuals, the Presidents of the PUL and LIWOMAC. As their participation is necessary for the official validation of the Gender Policy, the program has been rescheduled for July.

#### 5.5.4.1.2. Expand SEA campaign (WORKPLAN 1.5.4.1.2.)

##### 5.5.4.1.2.1. IDENTIFY SEA FOCAL POINTS IN MONROVIA-BASED OUTLETS (WORKPLAN 1.5.4.1.2.1.)

In June, LIWOMAC and several members of FeJAL met to discuss preliminary plans for identifying focal points at various media outlets to serve as SEA (Sexual Exploitation and Abuse) focal points. These individuals will be responsible for raising awareness on SEA among the staff and serving as the contact person when incidences are suspected or observed. This process will be finalized in July.

##### 5.5.4.1.2.2. ENGAGE PUL TO REFORM GRIEVANCE AND ETHICS COMMITTEE TO ADDRESS SEA (WORKPLAN 1.5.4.1.2.3.)

In June, LIWOMAC and several members of the PUL executive committee discussed restructuring the PUL's Grievance and Ethics Committee to include SEA and develop a mechanism to address the problem. Due to the PUL President's travel this discussion was not fully resolved, and will be finalized in July.

#### 5.5.4.2. INCREASE NUMBER OF WOMEN IN NEWSROOMS (WORKPLAN 1.5.4.2.)

##### 5.5.4.2.1. Enhance mentoring for WMI scholars and female journalists (WORKPLAN 1.5.4.2.1.)

##### 5.5.4.2.1.1. ESTABLISH A SYSTEM TO LINK CRS MENTEES AND WMI SCHOLARS TO OTHER MEDIA OUTLETS (WORKPLAN 1.5.4.2.1.1.)

In June, LIWOMAC developed a biographical form for the WMI scholars and LWDR mentees as part of an effort to create a directory that will be shared with media outlets. The initiative is designed to increase women's representation in the media by connecting mentees and scholars with potential employers. The information will include the young women's educational and professional background. The Media Team and LIWOMAC also discussed plans to train the scholars and mentees on resume writing, interviewing, and how to develop a work portfolio to share with potential employees (discussed in section 5.5.4.2.1.2.).

##### 5.5.4.2.1.2. WORK WITH WMI SCHOLARS TO IMPROVE CVs/WORK SAMPLES (WORKPLAN 1.5.4.2.1.2.)

In June, the IREX Media Team and LIWOMAC staff held several discussions about plans to conduct a three-day training to teach LWDR mentees and WMI scholars how to write resumes and personal statements and prepare a work portfolio to support them in their search for jobs and internships. The IREX intern will conduct the training in July with assistance from IREX and LIWOMAC staff.

##### 5.5.4.2.2. Increase use of training studio (WORKPLAN 1.5.4.2.2.)

##### 5.5.4.2.2.1. REACH OUT TO MORE UNIVERSITIES/INSTITUTIONS TO ENCOURAGE THEM TO USE THE STUDIO (WORKPLAN 1.5.4.2.2.1.)

In June, LIWOMAC training staff met with officials at three local universities to encourage them to involve their students in the training studio. Conversations were held with officials at the Mass Communications departments at the University of Liberia, African Methodist Episcopal University, and United Methodist University. The studio provides students in broadcast journalism basic training in studio equipment and program production.

#### 5.5.5. HIGH SCHOOL TO JOURNALISM INITIATIVE (WORKPLAN 1.5.5.)

##### 5.5.5.1. HIGH SCHOOL STUDENTS UNDERGO PHASE II TRAINING (WORKPLAN 1.5.5.1.)

*Fifty-two (52) students (31 males and 21 females) participated in the second phase of the High School to Journalism training program.*

During the quarter under review, students from high schools in Monsterrado and Grand Bassa received the second phase of training under the High School to Journalism project, which included training in gathering news content through interviews, writing news stories, and radio reporting.

From May 6-10, 27 students (17 males and 10 females) from Montserrado high schools received the second training which included an opportunity for them to produce their first news story for LUX-FM radio. The students reported on



the West African Examinations Council's exam for 12<sup>th</sup> graders, which required spending the week of May 19-23 interviewing students and school administrators. The story aired on LUX-FM on May 23rd.

From June 5-7, 25 students (14 males and 11 females) from Grand Bassa High School participated in the training. They covered a Unity Day gathering of high school students who took the West African Examination Council Exam. The trainers guided them in writing the Unity Day stories and other news reports from their high schools. On the final day of training, the students took a field trip to the Buchanan seashore to report on sea erosion. All stories will be included in the High School Journal that will be produced in early July.

Also in June, 25 students (15 males and 10 females) from the Montserrado group received a basic introduction to radio programming and studio equipment at the LWDR training studio. Students were assigned in teams to begin gathering content for a news program focusing on high school reports. The high school news report will air in July.

#### 5.5.6. INVESTIGATIVE JOURNALISM INITIATIVE (WORKPLAN 1.5.6.)

##### 5.5.6.1. AWARD MORE IJ GRANTS TO SCBDI PARTNERS AND CRSS (WORKPLAN 1.5.6.1.)

*One reporter conducted investigative reporting on border conflicts after receiving a CSML IJ grant.*

During the quarter, CSML awarded one Investigative Journalism (IJ) grant to Oscar Dolo, a community radio freelance reporter, to investigate the root causes of the tensions at the border towns between Liberia and Ivory Coast.

Approximately 65 people have been killed since the violence began in 2011, thirteen of whom were killed in renewed fighting in May 2014. Oscar traveled to River Gee, Grand Gedeh and Maryland Counties to investigate the issue and is currently editing his report with support from CSML broadcast consultant Frank Sainworla. Once completed, the story will air on Radio Veritas and LWDR in Monrovia; Super Bongese in Bong County; Radio Gee in River Gee County; and Radio Kerghemahn in Nimba County.

Throughout the month, the Media Team continued to review IJ grant proposals from CRS journalists and reporters from Monrovia-based outlets. Three of the four proposals are in the final stages of review, and the grants will be awarded in July. Reporters' proposed topics include low enrollment of girls in rural schools, border disputes between Liberia and Ivory Coast, and misuse of County Development Funds.

#### 5.5.7. ON-LINE MEDIA RESOURCES CLEARINGHOUSE (WORKPLAN 1.5.7.)

##### 5.5.7.1. PROMOTE AWARENESS OF OMRCH (WORKPLAN 1.5.7.2.)

The PUL continues to promote the OMRCH through its social media platforms. As of June 30<sup>th</sup>, the Facebook page recorded 487 friends, up from 339 at the end of March. The page also showed 821 likes, up from 300 during the same period.

Much of the increased activity on the page was a result of the type of content PUL had started to post, including announcements about upcoming trainings of moderators for the Special Senatorial Election debates, the PUL 2014 Awards, the PUL Presidents' call for more training for rural journalists, job postings for media related work, and information on media development issues. For example, 101 people viewed a post about World Press Freedom activities, and 77 read the vacancy announcement for the Executive Director's position at the LMC.

PUL President Abdullai Kamara reported that the OMRCH continued to face difficulties getting stories from correspondents in the field. The lack of resources such as cameras, tape recorders, computers, and internet access made it difficult for reporters to do their work. IREX is working with the PUL on a FOG agreement to provide additional resources for the website.

## 5.6. OBJECTIVE FIVE: *COMMUNITY RADIO STATIONS IN 7 TARGET COUNTIES ENGAGE WITH COMMUNITIES, DIVERSIFY LISTENING AUDIENCE AND IMPROVE REACH* (WORKPLAN 1.6.)

### 5.6.1. ENHANCE MEDIA CONTENT OF PARTNER CRSS (WORKPLAN 1.6.1.)

#### 5.6.1.1. PROVIDE TRAINING AND INTENSIVE MENTORING ON CONTENT DEVELOPMENT (WORKPLAN 1.6.1.2.)

*Twelve (12) CRS journalists (9 males and 3 females) received training and mentoring on content creation provided by the LMC.*

In April, the LMC provided content creation training and mentoring at Magic FM in Grand Bassa County and Radio Bong Mines in Lower Bong County. Six journalists (5 males and 1 female) participated in the training at Radio Bong Mines from April 6-9; and six (4 males and 2 females) participated in the training at Magic FM from April 15-19.

The participants learned to write news scripts and produce reports on citizens' reaction to the Ebola virus and how residents can protect themselves from contracting it.

Alexander Kukah, Station Manager of Radio Bong Mines, said the radio programming and content has improved since the station joined the CSML program in 2012. So far, the station has received three trainings focused on basic journalism and content creation. IREX, he said, is the only organization that has provided journalism training since the station was created in 2006. "The editorial training has helped to improve the news writing skills of the staff," he said.

At Magic FM, the mentors paired some participants to work on different story themes. Two reporters worked on the renovation of the Doris Williams Sports Stadium in Buchanan, another pair worked on the Easter Celebration, and two reporters worked on the new police commander in Buchanan and road conditions in some communities.

After gathering content for their reports, the LMC trainer coached the staff on writing news scripts, packaging the stories, and recording them on a CD.

The LMC was unable to conduct training and mentoring at CRSs in May because of a delay in processing the Year Five grant. The grant was approved in June, and the LMC received the first milestone payment. Trainers and mentors will return to the field in July.

### 5.6.2. ENSURE EFFECTIVE MONITORING OF CRSS (WORKPLAN 1.6.2.)

#### 5.6.2.1. CONDUCT PROGRAMMATIC MONITORING VISITS TO 19 CRSS (WORKPLAN 1.6.2.1.)

In April, the IREX Media Team and Senior Civil Society Specialist conducted monitoring visits at two radio stations in Nimba County. The visits were prompted by some concerns about management problems at Radio Karn in Karnplay and Radio Sehnwai in Saniquellie.

At Radio Karn, the legislative Representative was outraged about the reinstatement of a management team that admitted to misappropriating \$800.00 of \$20,000 the Representative had secured for the station through the National Legislature, and he had reported the problem to IREX. IREX was particularly concerned because the station is one of ten CRSs and CSOs awarded funding through the Social Enterprise Development project (see section 5.10.1.).

Following individual meetings between IREX and local officials, station staff, board members, and the Representative, the Station Manager and Program Manager apologized and repaid the money. Citizens, local officials and station staff forgave them and agreed for them to return.

Subsequently, the community appointed a new advisory board comprising seven towns and villages in Gbelay Geh District and one representative each for youth and women. The nine-member board replaced a board that existed since 2005, but had held no elections, even though the constitution calls for an election every three years. The new board includes some old members as well as new. IREX encouraged Radio Karn to hold a community outreach forum to communicate these changes and ensure community investment in the station—the forum is described in greater detail in section 5.6.3.1.

At Radio Sehnwai in Sanniquellie, the board had been inactive for more than three years. The IREX team talked to the station management about reactivating its board, which was established in 2005. The station manager supported the plan.

The IREX team encouraged the station to hold meetings in neighboring villages and towns for recruitment, and they agreed. The CSML Media team and station staff agreed to hold an outreach forum on May 10<sup>th</sup> (see section 5.6.3.1 for more details).

There were also concerns about the role of the Station Manager's father, who is listed as the station's Editor-in-Chief. In separate meetings with father and son, the IREX team learned that the father, who founded the station, provides editorial support to the station including coaching and mentoring the staff, but is not involved in the station's daily operations. The IREX team told the father and son that they need to ensure transparency in the station's leadership structure.

### 5.6.3. STRENGTHEN COMMUNITY RADIO STATION BOARDS (WORKPLAN 1.6.3.)

#### 5.6.3.1. CONTINUE TO HOLD TARGETED BOARD DEVELOPMENT TRAINING AT CRSS (WORKPLAN 1.6.3.1.)

*Three (3) CRS Boards including twenty-nine individuals (20 males and 9 females) received training in Board operations and management*

Throughout the quarter, the Senior Media Program Officer conducted board development training for three radio stations in Nimba County—Radio Saclepea, Radio Karnplay and Radio Kerghemahn. Seven board members (4 males and 3 females) participated in the training at Radio Karnplay from May 7-9; nine people (7 male and 2 females) participated in the training at Radio Saclepea from May 12-14; and 13 individuals (9 males and 4 females) participated in the training at Radio Kerghemahn from May 15-17.

The advisory board members learned about their roles and responsibilities in overseeing programs and ethical and financial management of the radio stations. They developed administrative and financial policies, created statutes, bylaws, and a constitution to govern the station.

Board members at Karnplay and Saclepea said the CSML training helped revitalize their boards which had been inactive for years. Before the training, some board members said they did not know that they were responsible for overseeing the stations' programs and finances. "The IREX training has had a tremendous impact on their perception of being board members," said Cyrus Cee, Chair of Radio Saclepea's Board of Advisors. "With the skills acquired from the training, we can now plan effectively to attract resources to the station and ensure that the station is accountable to the citizens through our efforts to monitor it."

One of the major highlights of the training at Radio Kerghemahn was a discussion on how the board can intervene on ethical issues. Several members raised concerns about the station airing accusations against people from callers and talk show guests. Some of the accusations lacked factual basis, and board members felt that it was not good for the community and the radio station. As a result of the discussion, the radio staff agreed to address the problem. The board also decided to review policies and include regulations that would mitigate ethical breaches. Board members

also developed an action plan to engage local leaders, monitor station programs, raise money to sustain the station by lobbying the County Development Committee, and review the station's finances.

#### 5.6.3.2. HOLD MORE OUTREACH FORUMS FOR CRSS (WORKPLAN 1.6.3.2.)

On May 14<sup>th</sup> Radio Karn in Nimba County held an outreach forum with 62 community members (50 males and 12 females) to encourage them to play a greater role in their radio station. One of the major issues raised was regarding local language programs. The radio station had always provided language news in Mano and Gio, the predominant languages in the area. But during the forum, some residents said they felt alienated because their mother tongue was not heard on their local radio station. They said they were not connected to news programs and information because they could not relate to some of the languages. As a result, Radio Karn now airs news in Kpelle and Gisi Languages.

Residents also called for more accountability in the operations of the radio station. They want Radio Karn to be independent, and free from political interference and influence. The staff complained that prominent citizens intimidate them when they try to investigate corruption.

On May 10<sup>th</sup>, Radio Sehnwai in Nimba County brought together 100 community members at the Saniquellie Public Market for their outreach forum. Citizens of four administrative districts and two tribal clans pledged their support for Radio Sehnwai and expressed interest in having a seat on the board because the station was expanding its reach into their towns and villages. The Representative said the station was the main source of information and news, so it was important they support it.

#### 5.6.4. ENHANCE TECHNICAL SUSTAINABILITY OF CRSS (WORKPLAN 1.6.4.)

##### 5.6.4.1. CONTINUE TO TRAIN AND MENTOR STUDIO OPERATORS AND TECHNICIANS (WORKPLAN 1.6.4.2.)

LMC's lead technician Marcus Shamu repaired equipment and conducted training and mentoring for studio operators at CSML partner CRSs throughout the quarter. In April, Magic FM in Buchanan, Grand Bassa County received a new antenna. Radio Kerghemahn in Nimba County received several new equipment parts for its transmitter. The technician repaired the transmitter at Radio Bong Mines that was damaged during a lightning storm, and he took an inventory of studio equipment at Voice of Rural Montserrado.

In May, studio operators at four radio stations in Lofa County received training and mentoring on how to make routine repairs on radio equipment, use the Adobe audio editing software, and perform general computer systems management. The participating stations included: Radio Vahun, Radio Tamba Taikor, Radio Life, and Radio Kintoma. The training was extremely important as CSML prepares to close in the next six months. The goal is that studio operators will be able to respond to routine maintenance and other technical problems.

#### 5.6.5. EXIT STRATEGY (WORKPLAN 1.6.5.)

In April, the LMC finalized the in-house training and mentoring manual on basic journalism and content creation for radio programming for CSML partner outlets. The manual supports IREX's exit strategy which seeks to address the recurring attrition problem at CRSs, as trained staff often leave their stations to pursue higher education and better jobs in Monrovia. Two key CRS staffers will be trained to serve as trainers and mentors in each CRS to offer training to new staff. The Senior Media Program Officer worked with the staff to fine tune the manual which was completed April 17<sup>th</sup> and is included with this report as Attachment 7.

### 5.7. OBJECTIVE SIX: *SMS TECHNOLOGY IS USED AS A LINK BETWEEN PEOPLE AND THEIR LEADERS* (WORKPLAN 1.7.)

#### 5.7.1. ENSURE EFFECTIVE USE OF SMS SYSTEM (WORKPLAN 1.7.1.)

*Usage of the SMS Polling Component has continued to increase with a total of two-thousand eight-hundred and thirty-three (2,833) votes tallied for 25 polls conducted across the four hubs.*

Despite some ongoing technical challenges (described in section 5.7.1.1.), the four SMS hubs continue to utilize the opinion poll component of the SMS platform with active participation from their listeners. In April, a total of 10 polls were created across the four hubs, and a total of 1,723 individuals texted in their votes. In May, a total of 6 polls were created, and a total of 629 individual votes were submitted, and in June, a total of 9 polls were created, with a total of 481 votes submitted. These numbers reveal the increasing commitment among hub operators and station managers to utilize the platform and encourage listeners to get involved. The types of questions being asked also reflect the stations' commitment to addressing important social, political, and economic issues that they know their listeners are focused on.

Below are two examples of opinion poll questions that were created this quarter to assess citizens' thoughts on political and health related issues:

#### **Radio Kerghemahn, Nimba County**

Question: According to the Concern Nimbaians the Superintendent of Nimba Hon. Flon Zuagele is not working in the favor of Nimbaian youth based on his two actions taken against youth in Nimba. Do you agree with this statement?

Total Votes: 77

Total "Yes" votes: 53 (67%)

Total "No" votes: 24 (33%)

#### **Super Bongese, Bong County**

Question: Does Ebola really exist in Liberia?

Total Votes: 88

Total "Yes" votes: 56 (63.6%)

Total "No" votes: 32 (36.4%)

To ensure the ongoing functioning of the SMS platform, the LMC worked with IREX's IT Officer to obtain a new software license for the SMS server's operating system.

Several meetings were held between the LMC and IREX staff regarding Frontline SMS and whether or not it would be a preferable platform to utilize for the election-focused Complaints Component of the SMS platform. The IREX team learned about the potential of Frontline during their Field Exchange trip to Mozambique (see section 5.7.5.), and wanted to investigate whether it would work in the Liberian context. After some research, the team found that Frontline is functional and well suited for Liberia's context, however, due to the short amount of time remaining on the CSML program, the technology will not be piloted for this iteration of the SMS platform, but will be seriously considered for future programs.

#### **5.7.1.1. CONDUCT QUARTERLY SITE VISITS TO RADIO HUBS (WORKPLAN 1.7.1.1.)**

*Thirty-two (32) civil society representatives participated in meetings with the LMC and IREX to discuss the sustainability of the SMS Platform.*

Throughout April and May, quarterly site visits were conducted with radio hubs in Nimba, Grand Bassa, and Bong counties. The visits provided essential technical support and served to foster collaboration among radio stations and work towards ensuring sustainability of the platform beyond CSML.

Both the stations in Grand Bassa and Bong Counties had experienced recent technical difficulties that prevented them from using the platform, resulting in low usage of the opinion poll and diminished engagement with listeners.



The IT officers from LMC and IREX ensured that the systems were up and running and provided guidance to the hub operators for trouble shooting and performing regular maintenance so as to reduce dependency on the LMC and IREX.

At all three stations the LMC Program Officer led discussions with neighboring radio stations to encourage them to partner with the hub stations to utilize the platform and also held meetings with local civil society representatives and the hub staff to discuss the long term sustainability of the platform. A total of 32 civil society representatives participated in these meetings and contributed their suggestions, which will be compiled into a Sustainability Report (see 5.7.4.).

Due to the Ebola outbreak in April the visit to the Lofa County hub was postponed; if the situation improves, the hub visits will resume in the next quarter. The LMC team continued to provide support to Lofa via the telephone throughout the quarter.

## **5.7.2. INCREASE INTERACTION BETWEEN SMS HUBS AND CSOS (WORKPLAN 1.7.2.)**

### **5.7.2.1. PROMOTE USAGE OF THE PLATFORM AND FURTHER COLLABORATION AT REGIONAL PARTNERS' MEETINGS (WORKPLAN 1.7.2.2.)**

At the Regional Partners' Meeting held in Gbarnga (section 5.1.2.1.) the session entitled "The Integrated Approach: Promoting Civil Society and Media Collaboration for Improved Outcomes," included a discussion of the SMS Platform and its role in promoting civil society and community radio collaboration. Panelist and YMCA Mentor Jerry Paye spoke specifically of the coordination he observed between Radio Kintoma and the CSOs in their area, and how both parties continued to show commitment to developing and responding to questions together and collaborating generally on community priorities.

The format of the Regional Partners' Meeting was intended to inspire the participants to become motivated by the successes and experiences shared and adapt what they wish for their own community radio station, CSO, or community. Time will tell if other radio stations and CSOs display increased commitment to collaboration and coordination as a result of this discussion.

### **5.7.2.2. SPECIFIC ENGAGEMENT AND INTERACTION AROUND THE ELECTION (WORKPLAN 1.7.2.3.)**

#### **5.7.2.2.1. Enhance mentoring during quarterly site visits to promote usage among CSOs and CRSs (WORKPLAN 1.7.2.3.1.)**

As indicated in section 5.7.1.1., the team from LMC and IREX held meetings with hub staff and civil society representatives from 32 CSOs in Bong, Nimba, and Grand Bassa counties to discuss the platform and brainstorm strategies for sustainability of the platform beyond CSML. The inclusion of CSOs worked to encourage collaboration and engender interest and commitment in the platform's ongoing usage as a community engagement tool that serves the whole community.

## **5.7.3. INCREASE CITIZEN AWARENESS AND USAGE OF SMS (WORKPLAN 1.7.3.)**

### **5.7.3.1. INCREASE CRS COLLABORATION TO PROMOTE OPINION POLL QUESTIONS (WORKPLAN 1.7.3.1.)**

As indicated in section 5.7.1.1., each of the quarterly site visits included one-on-one meetings with neighboring CRSs to increase their awareness of the platform and encourage them to collaborate with the hubs so that they could also benefit from the platform as a tool for citizen engagement. The station managers from neighboring stations in Bong and Grand Bassa Counties have been slow in taking to the idea, as some stations are quite competitive and may not have seen their participation as self-serving. The stations in Nimba however have responded well to the idea and have already begun to announce joint opinion polls to increase participation and reach a broader listening audience.

The LMC and IREX teams will use the lessons learned from their discussions to develop strategies for further encouraging collaboration where possible.

#### 5.7.4. ENSURE SUSTAINABILITY OF SMS INITIATIVE (WORKPLAN 1.7.4.)

During the quarterly site visits the LMC Program Manager discussed sustainability with the hub staff and civil society representatives in the three counties. They are currently working on developing a sustainability plan based on these discussions, which will be submitted to IREX in July.

#### 5.7.5. SHARE LESSONS LEARNED WITH OTHER IREX/USAID PROJECTS (WORKPLAN 1.7.5.)

From May 17-26, IREX-Liberia's Senior Program Manager and IT Officer travelled to Maputo, Mozambique as part of the IREX Community of Practice Field Learning Exchange initiative. As outlined in their application for the exchange, the team sought to share their experiences with the SMS platform in Liberia with community radio partners of the IREX-Mozambique team. The Media Strengthening Program (MSP) in Mozambique was modeled, in part, on the media component of the CSML program, and thus there are some important overlaps and opportunities for sharing best practices across the programs.

The IREX team held a one-day training for five community radio professionals on May 22<sup>nd</sup> at the MSP office in Maputo. The Liberia team provided an overview of the Liberian context and the CSML program and an in-depth look at the SMS platform. Though the system itself is not necessarily ideal for Mozambique (Frontline is a more sustainable, cost-effective technology as was discovered), the approach of partnering with radio journalists to produce opinion polls that engage citizens in social issues was very well received by the training participants. The training provided them with an opportunity to actually develop questions to see first-hand how radio can act as an intermediary to encourage productive dialogue between government and citizens, and several expressed eagerness to try something similar with their stations. One individual from CAICC, a technical support institution for community radio, was so impressed by the approach that he requested copies of all training materials so that he could replicate the training with his institution's network of community radio stations.

While in Mozambique the Liberia team also met with several of MSP's key media partners, including FORCOM and CAICC. FORCOM serves as a non-governmental umbrella organization for community radio stations in Mozambique, and provides legal, advocacy and programming support to over 100 stations nation-wide. CAICC is based at Maputo's main university and is also non-governmental but focuses specifically on providing technical support to CRSs throughout the country. Through a combination of one-on-one support from trained regional focal persons, a help-desk accessible via phone and email, and numerous resources offered online, CAICC serves an essential role in providing technical guidance to the community radio sector. Both of these organizations serve as valuable models for the Liberian community radio sector and point to what is possible in Liberia were institutions like ALICOR and even the PUL empowered with more know-how and resources, and staffed with the right people.

The Liberia Senior Program Manager also met with representatives from the media in Mozambique who specialize in addressing SGBV and women's rights, and the participants shared experiences, and information about both countries. The SPM identified several interesting overlaps, and shared various resources with the MSP team and partners following the meeting.

Additionally, the Liberia team led a presentation on CSML's election activities in 2011 and 2014 for representatives of USAID and the US Embassy at the MSP office in Maputo. This meeting was organized by the MSP team and USAID to see whether MSP might be interested and well placed to replicate certain activities for their program. Several important activities were highlighted, including CSML's integration of leadership breakfasts to encourage buy-in from partners' leaders and Editors' Forums, which serve an important role in encouraging editors and media managers to work collaboratively to address challenges facing the media landscape.

Overall the trip to Mozambique was very productive—even more than initially anticipated. A detailed report outlining the activities in Mozambique and the primary lessons learned for the benefit of CSML and Liberia as a whole is included with this report as Attachment 8.

## 5.8. OBJECTIVE SEVEN: *ENGAGE CIVIL SOCIETY AND THE MEDIA TO ADVANCE THE ESTABLISHMENT OF THE RIGHT TO ACCESS TO INFORMATION* (WORKPLAN 1.8.)

### 5.8.1. CONTINUE DEVELOPING AND MAINTAINING AN FOI TRACKING SYSTEM (WORKPLAN 1.8.1.)

#### 5.8.1.1. SUPPORT LFIC TO ESTABLISH TRACKING SYSTEM AND RAISE AWARENESS (WORKPLAN 1.8.1.1.)

TCC/ATI continued to work with the Liberian Freedom of Information Coalition (LFIC) to develop the System for Tracking and Monitoring Freedom of Information (STAM-FOI) and to perfect their hotline procedures. During the quarter, the TCC/ATI Director traveled to Liberia, where she met with the LFIC Secretariat Coordinator and further discussed STAM-FOI development, emphasizing the need for the LFIC hotline monitors to carefully track incoming calls as the beginning step for the STAM-FOI. Since the re-activation of the hotline, the LFIC began raising awareness at several stakeholder meetings, including a media engagement in Monrovia. In addition to discussing the role and activities of the LFIC, the Secretariat Coordinator provided the hotline number to participants attending the meeting.

The STAM-FOI Excel software has been completed, and the draft procedures/protocol manual is nearly finalized, along with the data entry chart and printable form. As part of the STAM-FOI development, the TCC/ATI-hired consultant fine-tuned the process of inputting data into the system's tracking sheet. The Consultant will work with TCC/ATI to train the LFIC monitors on the system.

#### 5.8.1.2. COORDINATORS FOLLOW-UP WITH CSOS AND CRSS FOR REQUESTS AND RESPONSES (WORKPLAN 1.8.1.2.)

*TCC's County Network Coordinators tracked the submission of twenty-seven (27) FOI requests that were submitted this quarter throughout the seven counties.*

TCC/ATI continues to provide ongoing support to the coordinators of FOI networks in the seven target counties to raise awareness about FOI and the tracking system and to follow-up with local CSOs and CRSs on FOI requests and government responses. Examples of FOI requests that county network coordinators followed include the following:

In **Bong County**, the network recorded three requests for information. Two were sent to the Ministry of Lands Mines and Energy for information on the number of people licensed to prospect for minerals in the county and to the Ministry of Education requesting the number of public school teachers assigned in Bong county. The Bong FOI Network also tracked a request to the Public Works Resident Engineer for information regarding the quality and specifications of the Nyanforla and Baila roads.

A number of requests were tracked in **River Gee County**. One was filed by the network asking for the number of youths in detention and pre-trial detention. The River Gee Central Prison authorities released the information indicating that there were 21 youths in pre-trial detention and eight convicted prisoners. The second request asked for the copy of payroll for the Ministry of Internal Affairs branch in River Gee including employee positions and areas of assignment. Additionally, the full listing of projects that have been implemented, their value and status for fiscal year 2011/12 and 2012/13 was requested from the Treasurer of the River Gee Project Management Committee. A separate request to the River Gee Treasurer asked for copies of all payment checks issued in fiscal year 2011/2012 and 2012/2013. Moreover, a request was made in River Gee for a copy of the resolution that led to the expenditure of US\$ 35,338.00 from the River Gee Social Development Fund for the 2011/12 fiscal year, and another for a copy of the bank deposit slip and statement of the amount deposited into the account. The River Gee FOI network worked with a local CSO to file a request for information regarding the collection of fees to regularize the status of

government employees with the Ministry of Internal Affairs (MIA). Before they could consider an internal review process for the agencies' failure to respond, the County Superintendent suspended the MIA Human Resource Officer for collecting 2,000 Liberian Dollars from 75 employees to regularize their status with the Ministry and add their names to the payroll. A Fish Town resident filed a request with the office of the River Gee County Education Officer asking for reasons for the delay in the assignment of Peace Corps Volunteers at the county's major high school, Tweah Jaiklay. The county authorities responded saying the teacher unit meant for the Peace Corps volunteers was still not complete. The resident appeared on the local community radio, Radio Gee and called for a peaceful protest march to force the authorities to do something about the unit. Three days later, work resumed on the Peace Corps teachers unit.

In **Rural Montserrado** parents of senior students at the Frank E. Tolbert High School filed a request with the school administration asking for the cost of the senior class project for which each student was taxed US\$45. This information was requested in order to help understand the basis of the amount charged.

CSOs and youth groups in **Lofa County** who attended an awareness raising forum submitted ten copies of FOI requests to Government ministries and agencies covering the areas of education, roads, and county development funds.

The **Grand Bassa County** FOI network tracked three requests for information.

In **Grand Gedeh**, the network recorded three requests for information. The Network itself filed one of the requests with the office of the Development Superintendent for information on the usage of the pickup purchased to enhance the monitoring of development projects in the county. The lack of a vehicle had been cited at the last county sitting (the body that allocates funds from county development and social development funds) as the main obstacle hampering effective monitoring of development projects in the county, but no update had been provided on how projects were doing since the vehicle was handed over to the monitoring team. The Sustainable Development Institute filed a request for the resolution of the 2011-2012 county sitting that listed the priority projects and costs in the eight administrative districts of the county. The office of the Superintendent responded to the request. In the wake of mounting rumors that the Putu Iron Ore Mining Company closed down due to a request of the US government not to allow the Russian owned company to mine ore in the Putu Mountain where uranium had been discovered, a group of Zwedru residents filed a request with the office of the Superintendent for information. Putu draws most of its workers from the southeastern county where it is based, and its closure would mean that many would lose their jobs. The Superintendent transferred the request to the company which provided information that it had only scaled down its workforce until it completes several assessment reports, including an environmental appraisal requested by the Government of Liberia. The company provided documents as part of its response to the request.

#### 5.8.1.3. COUNTY COORDINATORS SHARE TRACKING DATA WITH LFIC (WORKPLAN 1.8.1.3.)

All of the above-mentioned requests will be shared with the LFIC STAM-FOI for tracking and monitoring.

### 5.8.2. PROVIDE FOI TRAINING FOR CSO NETWORK LEADERS (WORKPLAN 1.8.2.)

#### 5.8.2.1. PROVIDE FOCUSED REQUEST MAKING TO ENSURE ONGOING SUPPORT FOR INCREASED USE OF FOI (WORKPLAN 1.8.2.2.)

##### 5.8.2.1.1. Provide specialized training on request making for CSOs, journalists, mentors, and CRSs (WORKPLAN 1.8.2.2.1.)

*Sixty-eight (68) journalists, editors, and media managers (60 males and 8 females) participated in two FOI training sessions led by TCC in partnership with the PUL and IREX.*

TCC/ATI continues to provide technical support to civil society and media partners in advancing Freedom of Information in Liberia. In collaboration with the PUL, TCC/ATI convened two training sessions of 68 journalists,

including eight females and 60 males at the YMCA in Monrovia. The meeting helped to build the capacity of managers, editors and reporters on use of the law, including how to file requests for information. TCC/ATI Project Lead provided an overview of the FOI law, emphasizing specific provisions of the law such as methods of disclosure, exemptions, and public interest override. He emphasized the media connection, indicating that FOI enhances quality and investigative reporting, and encouraged the journalists to file requests for information on key issues/questions. TCC/ATI Senior Project Coordinator shared local and international examples of FOI use and encouraged reporters to file and communicate requests for information as part of a larger strategy to encourage public servants to respond to requests for information.

A Liberian journalist who filed several requests, Roland Worwie of *Corruption Watch Newspaper*, attended the meeting and shared his experience. Two other papers revealed that they have filed requests for information, including The News newspaper which filed a request for information about the one million books donated by Former US President George Bush.

During the meeting, IREX Senior Media Specialist encouraged the journalists to use the law as a tool for investigation and evidence based reporting, suggesting several issues for which journalists could file requests for information and providing tips for quality reporting. Ten journalists made commitments to file FOI requests on various issues, including the Chevron Oil contract with the Government of Liberia, an account of road construction funds by the Public Works Ministry, the construction contract for the new Central Bank building, and the accounts of seven years of budgetary allocations for the renovation of the Executive Mansion. Two weeks after the meeting, one of the ten journalists followed through with his commitment and filed a request with the office of the President of Liberia, requesting information regarding the Executive Mansion renovation contract. TCC/ATI Senior Project Coordinator conducted an interview during UN Radio's "Coffee Break" to explain the objective and goals of the media training and spoke of the importance of filing requests.

### 5.8.3. SUPPORT COUNTY FOI NETWORKS TO ENCOURAGE USE OF FOI LAW (WORKPLAN 1.8.3.)

#### 5.8.3.1. SUPPORT NETWORKS TO CONVENE STAKEHOLDERS TO IDENTIFY CHALLENGES AND RECOMMEND SOLUTIONS IN ADVANCING FOI (WORKPLAN 1.8.3.1.)

*Seventy-eight (78) CS and local government representatives participated in TCC-led FOI stakeholder meetings in Bong and Nimba Counties.*

TCC/ATI maintained its support to seven county FOI networks as they work to advance access to information at the local level. Each of the county FOI networks continues to raise awareness and move people to file requests for information and to work with local leaders to encourage openness. During the quarter, TCC/ATI staff visited Nimba and Bong Counties to participate in stakeholder meetings to discuss FOI challenges and help develop solutions. Seventy-eight participants representing civil society and local government representatives attended meetings in both Bong and Nimba, discussing challenges in requesting and responding to information. The Bong County Superintendent called the FOI an essential tool for increasing transparency in the county and Nimba County Superintendent indicated that FOI is a strong start to further building Liberia's democracy, and that such meetings were significant to informing people of their rights to request and obtain information and avoid unsubstantiated accusations against officials. Assistant Internal Affairs Minister for Operations traveled with TCC/ATI and highlighted the importance of FOI for "erasing barriers caused by a lack of information" and urged public institutions to provide information to the people. During the meeting, stakeholders identified limited awareness, capacity to use the law and lack of commitment of public officials to provide information. They recommended increased awareness, continued capacity building for both civil society to support requesters and public officials to proactively disclose information and respond to requests, additional budgetary allocations for FOI work in the ministries and agencies, and the decentralization of the Independent Information Commission.

#### 5.8.3.2. SUPPORT NETWORKS' ONGOING AWARENESS EFFORTS AND REQUEST MAKING CAMPAIGNS (WORKPLAN 1.8.3.2.)

TCC/ATI continues to provide technical assistance and support to county FOI networks in their efforts to raise awareness and build capacity for people to make requests for information and advance openness in their communities. In addition to the following examples of activities undertaken by the networks during the period, TCC provided vests for all organization members of the networks to profile their engagement.

##### **Bong**

The Bong County Freedom of Information Network held four radio shows on the local community radio stations, urging citizens to use the FOI law to make requests for information. Part of the show impressed on line ministry representatives to put in place systems to receive and respond to requests for information. The network has developed an arrangement with the local community radio station, Super Bongese to communicate requests for information on an on-going basis. The Network worked with the Center for Media Studies and Peace Building (CEMESP) to conduct an FOI training for youths, disabled women, and other civil society organizations. It trained two of its school clubs on appealing requests for information. The network also raised awareness and helped to build capacity of civic educators at a constitutional review meeting held at the Bong Women's Center in Gbarnga.

##### **Grand Bassa**

The Grand Bassa FOI Network held a total of seven meetings where it raised awareness for FOI and built capacity for its effective use. These meetings brought together 231 (122 males and 109 females) participants, including students, community leaders, civil society activists and women. The network held four radio shows to re-enforce the message about the value of FOI.

##### **River Gee**

River Gee FOI Network continues to raise awareness about the value of the FOI and communicate requests for information. The River Gee Network facilitated a meeting among the Association of River Gee Youth (ARGY), the River Gee Secretariat of the Federation of Liberian Youth (FLY), and the Development Superintendent to discuss priorities for youth development in the county. During the meeting the youths made an oral request in the meeting to learn why the County Development Resolution to build a youth center has not been prioritized. Following the meeting, county authorities disclosed that US\$60,000 had been allotted to the youth center project and that an acre and two lots of land had been secured for the building.

##### **Grand Gedeh**

Following the announcement for the appointment of the county information officer, the Grand Gedeh FOI network met with the newly appointed information officer and discussed the value of FOI and the duties and obligations of public officials. The Grand Gedeh FOI Network Coordinator stressed the need for the Information Officer to coordinate with line ministry and agency representatives and other local authorities to enable him to effectively respond to information requests, and discussed other methods of proactive disclosure in addition to populating the county bulletin board. The network coordinator met with the management of local Smile Community Radio regarding the broadcast schedule for FOI jingles and talk shows. In line with the discussion, the jingles will be aired between programs, at least three times a day, while the network coordinator and various members will appear once every two weeks to discuss requests for information and their responses. The networks advocacy led to the Putu Mining Company constructing a bulletin board in New Zwedru Community, opposite the Administration Building for the County Authorities, where on a daily basis, people congregate to read the public information.

The Grand Gedeh FOI Network organized a meeting between five Line Ministries (Ministry of Public Works, Ministry Health, Ministry Transport, Ministry Internal Affairs and the Ministry Youth and Sports) and several community members to provide the forum for the ministries to provide information on various outstanding issues, including:



- The Ministry of Youth had a WASH program which employed 200 youths to clean Zwedru for one year. The contract ended and the youths have not been paid for three months with no information provided them concerning the delay.
- Citizens observed that drugs donated to the main government hospital in Grand Gedeh, Martha Tubman Memorial were being sold. Patients who went to the hospital were being requested to purchase the drugs and this has raised a lot of concerns from the public.
- The Ministry of Public Works dedicated a 21 km road from Zwedru to Bendery Town in Konobo District that was not completed.
- The Ministry of Transport was impounding motorcycles on grounds that they did not have registration documents, but the motorcycles, argued that the Ministry had not provided any information on the registration exercise and as such they were not aware and were resisting police arrest.

During the meeting, the Transport Ministry agreed to suspend the impounding and to undertake two-weeks of awareness-raising before enforcement of the registration. The Ministry of Health promised to investigate the drug sale reports. The Ministries of Public Works and Youth and Sports promised to consult with head offices in Monrovia and get back to the communities.

### **Rural Montserrado**

The Rural Montserrado FOI network convened a stakeholders' meeting in Crozerville Township to discuss how to increase requests for information and how local leaders will respond to information requests. The network emphasized at the meeting the obligation of the local leaders to respond to information requests and encouraged the civil society to make requests for information. The network held a meeting of its members and assigned tasks of awareness raising and capacity building, request making and follow up and convening meetings with stakeholders.

### **Nimba**

The Nimba County Freedom of Information Network met with the new County Superintendent to inform him about the Network and its activities and enlisted his support to advance FOI in Nimba, Liberia's second most populated county with immense resources. The new Superintendent pledged cooperation and to personally participate in the activities of the Network. Over this quarter, the Nimba FOI Network also convened a meeting in Karnplay to raise awareness and build capacity of participants, including 24 (12 males and 10 females) teachers, students, local leaders and women. The Network held two radio talk shows on the local community radio stations to raise awareness and encourage people to make request for information.

### **Lofa**

The Lofa County Network participated in a meeting of 150 persons (102 males and 48 females) consisting mostly of Lofa Community College students to hear updates on the administration of scholarship funding provided from the County Development Fund. A network member had asked for information on the state of the US\$15,000 provided as scholarship funds for Lofa students at the Community College. During the meeting, the Assistant Dean for Student Affairs indicated that the money had been used on scholarship beneficiaries and urged students to press lawmakers to allocate more money. He shared copies of the documentation on how the money was spent with various departments and student leadership. The network held three radio talk shows and convened a meeting of stakeholders to discuss request filing and methods of disclosure under the FOI law. Representative from the local authorities attended the forum along with community members and opinion leaders.

## **5.8.4. PROVIDE SUPPORT TO CSOS TO UNDERGO THEMATIC CAMPAIGNS (WORKPLAN 1.8.4.)**

One principal focus of TCC/ATI work this year is to move people from awareness to action, encouraging use of the FOI law to increase information on a critical theme through requests and then use of the documents to effect change. During this quarter, TCC/ATI concluded and signed an agreement with CEMESP for a four-month campaign on Concessions and FOI, where CEMESP will work in two counties—covering mining in Bong County and Grand Bassa

County—to bring attention to FOI use in the extractive sector. Activities will include town hall meetings to explore information needs, support for request making and engagement of media to cover the request process, results and impacts.

The second proposal from the LMC for a four-month campaign on roads/infrastructure is being finalized. Finally, TCC/ATI is working with the Center for Transparency and Accountability to consider a third thematic campaign on Education and FOI. As with the Concessions and FOI campaign, these thematic campaigns will include stakeholder convening to raise awareness of the issue and build the capacity of local civil society and community based organizations to file requests for related information and provide follow-up support, including the filing of appeals as necessary.

#### 5.8.5. COMMUNICATE REQUESTS FOR INFORMATION AND RESPONSES ON AN ONGOING BASIS TO GENERAL PUBLIC (WORKPLAN 1.8.5.)

##### 5.8.5.1. MATERIALS DEVELOPMENT AND PUBLICATION (WORKPLAN 1.8.5.2.)

TCC/ATI continued broad distribution of the FOI wrist bands as well as copies of various awareness raising publications. As part of its support, ATI developed brochures for CEMESP's Concessions and FOI campaign. Finally, as noted above, vests designating the wearer as part of the County FOI Network were distributed.

### 5.9. OBJECTIVE EIGHT: *STRENGTHENING CIVIL SOCIETY AND THE MEDIA FOR TRANSPARENT ELECTIONS* (WORKPLAN 1.9.)

#### 5.9.1. HOLD MONTHLY ELECTION COORDINATION MEETINGS (WORKPLAN 1.9.1.)

Beginning in April, IREX has held monthly Election Activity Coordination Meetings with representatives from all national partners implementing election activities under CSML's reactivated Objective 8, led by IREX's Senior Program Manager. At each meeting, each partner reviews their expected activities for the upcoming month, followed by discussion among the partners to identify opportunities for coordination, collaboration, and information sharing. Each meeting starts with a look at those opportunities identified in the last meeting to ensure greater efforts toward collaboration.

At each of the meetings in May and June, one partner presented the activities they have completed thus far for 15 minutes using a PowerPoint presentation that includes photos from their activities. This serves to further enhance information sharing among the partners. Those presenting are encouraged to share their challenges as well as successes so that we can all learn together as we roll out our activities leading up to the election in October 2014. Thus far, the presenter for the month volunteers in the previous meeting—WONGOSOL presented their women's empowerment activities in May, LMC presented their work around the Election Reporting Center in June, and NAYMOTE has volunteered to present on their Vote Smart Van initiative in the July meeting. Election Coordination Meetings will continue to be held on the last Friday of every month through November 2014.

#### 5.9.2. VOTE SMART VANS (WORKPLAN 1.9.2.)

##### 5.9.2.1. SIX REGIONAL STEP-DOWN TRAININGS (WORKPLAN 1.9.2.1.)

*One-hundred and sixty-seven (167) volunteers (93 males and 74 females) from fifteen (15) counties participated in four (4) regional step down trainings to prepare them to serve as Civic Educators for the Vote Smart Van initiative.*

In April and May, NAYMOTE conducted four regional step-down trainings for volunteers from all of Liberia's 15 counties. These trainings were co-facilitated by the NAYMOTE team along with the County Coordinators who were trained last quarter. The training in Zwedru served volunteers in the Southeast (Maryland, Sinoe, River Gee, Grand Gedeh and Grand Kru Counties), in Gbarnga for volunteers in the north (Lofa, Bong, and Nimba Counties), in Monrovia for those in the Central region (Montserrado, Grand Bassa, Rivercess) and in Bomi for volunteers in the Western region (Margibi, Bomi, Cape Mount and Gbarpolu). The trainings served to prepare the volunteers to

function effectively as civic educators and community mobilizers for the Vote Smart Van initiative. Each three-day training included content on the Special Senatorial Election and Constitution review process, as well as the importance of women's engagement in the election, the importance of non-partisan civic education, and the power of one's vote. The format of the trainings included large and small group work, dramas, role plays, documentary screenings, and field trips to neighboring communities for practice.

#### 5.9.2.2. ROLL-OUT OF VSVS IN 15 COUNTIES (WORKPLAN 1.9.2.2.)

##### 5.9.2.2.1. Community Outreach and Engagement (WORKPLAN 1.9.2.2.1.)

*Over three-hundred (300) citizens in Gbarnga City attended two Vote Smart Van public awareness activities.*

In June, the NAYMOTE team began rolling out both Vote Smart Vans in six electoral districts within Montserrado, Margibi, Bong, Nimba and Lofa counties. Community gatherings combined music, documentary screening, and drama to educate citizens on various issues related to the upcoming Special Senatorial election and Constitutional review process.

A key event this quarter was NAYMOTE's community mobilization planned around the Regional Partners' Meeting (discussed in section 5.1.2.1.). On the Sunday evening before the meeting, the Vote Smart Van team attracted over 300 people in two locations, where they screened President Obama's inauguration speech, music videos, and interspersed these screenings with important messaging about voter ID card replacement and reminders about the October 14<sup>th</sup> election. An additional performance was conducted the morning of the meeting, with all of the meeting participants serving as the audience. The Vote Smart Van team demonstrated how they use song, dance, and drama to educate citizens on the electoral process. This demonstration commenced with the Executive Director of NAYMOTE standing alongside the NEC Chairman and USAID DRG Team Leader to cut the ribbon officially launching CSML's election activities in 2014.

In addition to holding mobilization events, the Vote Smart Van team met with key election stakeholders including the election magistrates in Kakata, Margibi County and Gbarnga, Bong County. These meetings were intended to acquaint the County Coordinators and their election magistrates, share information about the VSV project, and build partnerships to support the project. The meetings were highly welcomed by the NEC local staff and other county officials, as they also recognized NAYMOTE's activities and contributions to civic education in these counties in previous years. The Director of Native and Culture Affairs of Bong County pledged the full support of traditional leaders to assist the institution with increasing citizen outreach and also promoting increased voter turnout for the election.

The 167 volunteers who received training in May and April also began conducting door-to-door outreach throughout the month of June. These volunteers have been encouraged to use their native tongue when appropriate to reach out to community members in their district and help citizens understand the importance of voting. Discussions also centered on the upcoming deadline for Voter ID card replacement.

#### 5.9.3. SPECIAL ELECTION GRANTS (WORKPLAN 1.9.3.)

*Twenty-one (21) CSOs worked on CSML proposals and grants.*

*Five (5) other CSML partners—three RP organizations, MP DEN-L, and CEMESP—also competed proposals and began work on election activities.*

##### 5.9.3.1. PROVIDE ADDITIONAL FUNDING IN EACH RPS' GRANT TO DISTRIBUTE TO CSOS FOR ELECTION ACTIVITIES (WORKPLAN 1.9.3.1.)

As reported in 5.2.1.3. and 5.2.1.4.1., the RPs were working with a total of 21 CSOs on 18 grant projects as the quarter ended. They promote non-violence during the election, as discussed in 5.2.3.1. and 5.9.3.2.-5.9.3.5.; civic

education on special election themes, 5.3.1.1.; and citizens' involvement with the Constitutional review process, 5.4.1.1.

#### 5.9.3.2. CONDUCT ESSAY WRITING COMPETITION FOR HIGH SCHOOL STUDENTS (WORKPLAN 1.9.3.2.)

##### 5.9.3.2.1. Work with schools, identify judges and coaches (WORKPLAN 1.9.3.2.1.)

*Principals, teachers, and students from thirty-five (35) schools in three (3) counties were engaged to participate in the essay-writing tournament.*

*Eighty-one (81) students (55 males and 26 females) and twenty-four (24) out-of-school youth entered the essay-writing tournament.*

YMCA, one of the RPs, proposed its own election project to organize a youth essay writing competition on themes related to the election, and it was accepted. During the quarter, YMCA held a meeting with the Ministry of Education regarding the multi-county essay contest and followed up with a letter describing the process. They held meetings with school authorities (CEO, DEO, and school principals) in the three project counties of Bong, Lofa, and Nimba. Then they held meetings at 35 schools and explained the entire project and the roles of the authorities and students.

Students have been asked to write on how elections are key to sustaining democracy and peace in Liberia and to incorporate four main themes: youth participation in elections, women's participation in politics, violence free elections, and the importance of choosing your own candidate. Judging guidelines were developed and shared with students and judges. Students will be judged on the basis of their understanding, outside evidence, persuasiveness, command of the English language, and originality. Eighty-one students entered the competition, and the teachers will identify the top 35 students to compete at the community level. Three coaches from each county were selected.

#### 5.9.3.3. DEVELOP ELECTION RELATED SPOT MESSAGES TO BE AIRED ON CRSS (WORKPLAN 1.9.3.3.)

##### 5.9.3.3.1. Compose and validate scripts (WORKPLAN 1.9.3.3.1.)

The Center for Media Studies and Peacebuilding (CEMESP) completed the production of messages in Liberian languages. The CS Team, Gender & Youth Manager, and the Senior Program Manager provided intensive feedback to CEMESP as they were being developed. These messages highlighted key election-related issues including non-violence during election campaigns, the Constitutional review process, women's political empowerment, participation of women voters, issue-based voting, selling voter registration cards, and equal access to public facilities for men and women candidates. The final copy of these messages was shared with NEC.

##### 5.9.3.3.2. Work with CRSs to produce messages in local languages (WORKPLAN 1.9.3.3.2.)

CEMESP also worked with a selected number of CRSs to produce their messages in local languages. They are now available in Gio, Mano, Krahn, Bassa, Kpelleh, Lorma, Gbandi and simple Liberian English.

##### 5.9.3.3.3. Distribute messages (WORKPLAN 1.9.3.3.3.)

CEMESP has distributed the CDs to selected CRSs, and the CS team is distributing them to CRSs and CSOs that wish to air election related messages as part of their grants activities.

#### 5.9.3.4. HOLD SPORTS EVENTS TO PROMOTE NON-VIOLENCE AND YOUTH/WOMEN ENGAGEMENT (WORKPLAN 1.9.3.4.)

DEN-L completed its plan to create awareness through sports events in 24 schools in Bong, Lofa, and Nimba Counties. They are partnering with school authorities, community sports teams, and the local Liberia Football Association to host sports events that highlight the importance of non-violence during the elections. A meeting was held with a representative of DEN-L to encourage them to prioritize hard to reach youth as well as in-school youth,

as these marginalized youth are historically more likely to get involved in violence during campaigns (see additional information in section 5.10.4.2.).

#### 5.9.3.5. ENGAGE CANDIDATES IN PROMOTING NON-VIOLENCE IN THEIR CAMPAIGN ACTIVITIES (WORKPLAN 1.9.3.5.)

The West Africa Network for Peacebuilding (WANEP) has been monitoring the political party primaries to identify the party candidates and build a relationship that will make it easier for future collaboration. They also drafted sample messages for the candidates to use when they are asked to record messages promising not to use incendiary language during the campaign.

#### 5.9.4. JOURNALISM TRAININGS (WORKPLAN 1.9.4.)

##### 5.9.4.1. CONFLICT SENSITIVE REPORTING (WORKPLAN 1.9.4.1.)

##### 5.9.4.1.1. Training for Montserrado-based media outlets (WORKPLAN 1.9.4.1.1.)

*Twenty-two (22) Monrovia-based journalists (14 males and 8 females) improved their ability to remain conflict sensitive in their election reporting.*

From April 21-25, a Nigerian consultant led a training for 22 Monrovia-based reporters on conflict sensitive reporting. The participants learned the theory of conflict sensitive and peace journalism, the ethics of election reporting, and their responsibility to report on issues that affect the electorate, not conflicts between political candidates. They also learned how to diversify sources, report on women and their issues, and develop a framework for reporting Liberia's Special Senatorial Election and the Constitutional Review process.

##### 5.9.4.2. ISSUE-FOCUSED REPORTING(WORKPLAN 1.9.4.2.)

##### 5.9.4.2.1. Training for Community Radio Station journalists (WORKPLAN 1.9.4.2.1.)

*Fifteen (15) CRS journalists (14 males and 1 female) developed the understanding and tools to remain issue-focused in their election reporting.*

From May 19-24, broadcast consultant Frank Sainworla led a training in Buchanan, Grand Bassa County for 15 CRS journalists (14 males and 1 females) on issue-focused reporting.

The consultant kicked off the training by giving the journalists a refresher on news gathering, capturing good audio, and an overview of issue-focused journalism. Participants learned about the ethics of election reporting and the responsibility to report on the social, economic, and other key issues that affect people. They also learned to develop story ideas from the NEC's calendar, develop election report cards to report on the performance of incumbents during their 9-year tenure, and how to include women voices and their issues in news stories about the Special Senatorial Election.

Also during the training, officials from the Governance Commission did a presentation on a report that they were preparing to release on education and the health care industry. The commission asked IREX for help in educating reporters about the report in preparation for its release in June.

The participating radio stations have already demonstrated improved reporting as a result of this training. In the month of June, Radio Gee completed news reports on the release of final Voter Roll Update figures, the candidates' nomination period, and the launch of civic and voter education on the Special Senatorial Election.

##### 5.9.4.3. GIRLS' MEDIA FRONTIERS (WORKPLAN 1.9.4.5.)

*Sixty-two (62) of the one-hundred and seventeen (117) applicants (all female) for the GMF program have been shortlisted, with the selection of the final 20 planned for July.*

During the period under review, LIWOMAC hired a project coordinator for the Girls' Media Frontier program, a new initiative designed to train young women in multi-media journalism to empower them to report on women and their issues during the elections and Constitutional review process. Arlette Haick began working on the project June 1.

In June, an interview panel composed of IREX and LIWOMAC staff reviewed 117 Girls' Media Frontiers applications and shortlisted 62 candidates. The shortlisted candidates will be interviewed in early July, and 20 girls from the 15 counties will be selected.

#### 5.9.5. ELECTION REPORTING CENTER (WORKPLAN 1.9.5.)

##### 5.9.5.1. RE-ESTABLISH ERC AT THE LMC (WORKPLAN 1.9.5.1.)

The Election Reporting Center (ERC) became fully operational during the quarter with the recruitment of key staff, assessment of equipment used during the 2011 elections, and the re-hosting of the On-time Results Election website.

Newly hired staff for the management of the ERC include a Platform Operator, six Call Center staffers, and 15 Media Monitors. The recruitment of election-day polling monitors is underway and will be completed in July.

In addition, the LMC refurbished 12 old computers used during the 2011 election, updated the telephone directory of media outlets, and discussed with editors and reporters how they can participate in the ERC activities.

In June, USAID granted concurrence to hire a consultant to help the LMC manage the ERC. The consultant will provide support, coordinate and provide oversight over all aspects of the ERC, and serve as a principal liaison between IREX and the LMC. The consultant will begin work in July and will help the LMC recruit and hire an IT firm to manage the On-time Results Election website.

The LMC has also begun gathering content for the website including interviewing incumbents and aspirants about their background and plans for representing their senatorial districts. In addition, the LMC created a Facebook page called "Liberia Votes" to provide information about the Special Senatorial Election, the Constitutional review process, and the ERC website.

##### 5.9.5.1.1. Re-activate the On-Time Results Website (WORKPLAN 1.9.5.1.1.)

In May, the LMC solicited bids from IT firms to manage the ERC's website. Four companies applied, but their bids were much higher than the amount budgeted for the project. The LMC and IREX reviewed the proposals and decided to talk to other potential vendors. This decision will be finalized and an IT firm contracted by July.

##### 5.9.5.2. RECRUIT AND TRAIN ERC MONITORS AND REPORTERS (WORKPLAN 1.9.5.2.)

##### 5.9.5.2.1. Recruit Election Monitors and Reporters for the ERC (WORKPLAN 1.9.5.2.1.)

As indicated in section 5.9.5.1., the LMC completed the recruitment process for staff to manage the ERC. The recruitment of Election Monitors is ongoing and will be completed (with a total of 300 EM's eventually recruited) by July. The LMC hopes to source these monitors from CRSs and has already initiated conversations with station managers in nine of the 15 counties (Bong, Nimba, Bassa, Lofa, Grand Gedeh, Bomi, Maryland, River Gee and Montserrado).

##### 5.9.5.2.2. Train 31 ERC Staffers (Election Monitors, Media Monitors, Call Center Staff) (WORKPLAN 1.9.5.2.2.)

The LMC submitted a plan to conduct a two-day training for the new ERC staff to cover the operations of the ERC, the election activities and NEC timetable, and the On-time Results Election website, and how to monitor political parties, how to respond to election violence, and how to compile accurate results. This training will be held in August.



## 5.9.6. TAKING THE CANDIDATES TO THE PEOPLE AND THE PEOPLE TO THE CANDIDATES

### (WORKPLAN 1.9.6.)

In April, the PUL conducted a series of assessment visits to identify potential sites to host the “Taking the Candidates to the People and People to the Candidates” debate platform.

From April 18-22, the management team comprising the Project Manager, Vice President, Secretary, and Assistant Secretary traveled to Kakata, Margibi County; Bopolu, Gbarpolu County; Sinji and RobertSPORT, Grand Cape Mount County; Buchanan, Grand Bassa County; and Gbarnga, Bong County. A second assessment visit was conducted April 22 -25 to Cestos City, Rivercess County; Greenville, Sinoe County; and Barclayville, Grand Kru County.

#### 5.9.6.1. HOLD TRAINING OF CRS JOURNALISTS/CSO REPRESENTATIVES TO MODERATE DEBATES (WORKPLAN 1.9.6.1.)

*Fifty (50) journalists (32 males and 18 females) were trained by the PUL to serve as debate moderators.*

During the quarter, the PUL held two of its three trainings for debate moderators. The first training held May 15-25 in Monrovia included 25 journalists (15 males and 10 females), with participants from Montserrado, Margibi, Bomi, Gbopolu and Grand Cape Mount Counties. The second training held June 5-7 in Gbarnga also included 25 journalists (17 males and 8 females) including participants from Bong, Lofa, Nimba, Grand Bassa and River Cess Counties. The third and final training will be held in Zwedru in July.

These trainings prepare the journalists to serve as effective Senatorial debate monitors, with a focus on being non-biased, keeping the candidates on the key issues, and engaging the audience when appropriate. Debates will be held in all 15 counties in August and September in the lead up to the October election.

## 5.9.7. WOMEN'S EMPOWERMENT (WORKPLAN 1.9.7.)

### 5.9.7.1. CONSULTATIVE MEETINGS (WORKPLAN 1.9.7.1.)

#### 5.9.7.1.1. Hold consultative meeting for tool development (WORKPLAN 1.9.7.1.1.)

The LMC and the Election Coordinating Committee (ECC) have both independently developed monitoring tools that they will use to monitor the electoral processes leading up to and including the October 2014 election. To ensure that the monitors capture information on women's participation, WONGOSOL held several consultative meetings during the quarter with the LMC and ECC to review their tools and make suggestions for additions. The consultant hired by WONGOSOL to develop a report on the participation of women in the Special Senatorial Election also provided inputs to the tools. This input will ensure that monitors will be able to identify and document challenges that women face during electoral processes.

#### 5.9.7.1.2. Hold project awareness meeting (WORKPLAN 1.9.7.1.2.)

*Forty-one (41) WONGOSOL members (5 males and 36 females) were trained to promote women's participation in the election.*

A one-day consultative meeting was held with 41 WONGOSOL network members (5 males and 36 females) from the seven CSML focused counties on April 30 to introduce the members to the project and formally launch the Women Empowerment component of CSML's election activities. The meeting provided the members with an overview of the project and all planned activities, including outlining the roles they are expected to play in increasing women's participation in the election.

NEC presented at the training to ensure that the outreach activities and approach corresponded with their official timeline. At the end of the meeting the women developed work plans to ensure standardization of implementation and the broadest reach and impact possible. Seven Field Supervisors were hired to supervise the implementation of the Women Empowerment Project.

#### 5.9.7.2. TRAINING (WORKPLAN 1.9.7.2.)

##### 5.9.7.2.1. Conduct training on campaign management, developing a platform, etc. (WORKPLAN 1.9.7.2.1.)

*Forty (40) women leaders participated in a training to strengthen their leadership skills and empower them to hold political office.*

From May 20-24, forty women leaders from the 15 counties received leadership training aimed at improving their capacity to run for elected offices in their communities and at the national level. The training focused on the following:

- Leadership definition and qualities
- Governance and participation
- Candidacy and leadership
- Advocacy and developing action plans

Participants in the training were identified by county and district networks as those having the potential to hold leadership positions as well as various barriers preventing them from full participation. The training provided the space for women to share these barriers and collaboratively brainstorm strategies to bridge the gaps. Identified barriers included cultural and economic barriers as well as lack of basic education on the Liberian Constitution, particularly laws related to elections. During the training, the women had the opportunity to review the Constitution and identify laws related to eligibility criteria for running for public office. The women were also trained on good leadership qualities. The post-evaluation showed that the women were more confident in expressing their desire to run for positions both at the community and national level, and several stated that they would now seriously consider running for office in the 2017 elections.

The training was facilitated using a manual previously developed by and with the permission of International Alert. The manual is included with this report as Attachment 9.

#### 5.9.7.3. REGIONAL FORUMS (WORKPLAN 1.9.7.3.)

##### 5.9.7.3.1. Hold four regional forums to discuss women's political participation quota (WORKPLAN 1.9.7.3.1.)

*Fifty (50) citizens (10 males and 40 females) engaged in discussion and debate around the 30% women's political participation quota at the first of four regional forums.*

On June 28, the first of four regional forums to discuss the 30% Quota for Women's Political Participation was held in Zwedru, Grand Gedeh with participation from Grand Gedeh, River Gee, Maryland, Sinoe and Grand Kru Counties. The panelists who presented and led discussion at the forum included Naomi Johnson (Reproductive Health Team Leader, Medical Modiale); Moses C. Neah (Gender Coordinator, Ministry of Gender); and Miatta Diawolor (Executive Director, Sisters Aid Liberia). These panelists led discussions on topics focused on citizens' perception of the bill; advantages of having women participate in decision making processes; and the benefits the bill brings to men, women, and youth as well as the development agenda of Liberia. The forum also provided the fifty participants (10 males and 40 females) with the opportunity to gain a clear understanding of the proposed bill, discuss negative perceptions, and identify possible strategies to promote its passage.

The remaining three regional forums will be held in July, August, and September.

#### 5.9.8. ELECTION COORDINATION COMMITTEE (WORKPLAN 1.9.8.)

*The ECC deployed thirty-two (32) VRU Monitors to 273 polling centers to monitor the VR Exhibition process.*

In the early part of the quarter, the Election Coordination Committee (ECC) completed data entry and analysis from the monitoring of the Voter Roll Update (VRU) process, which ended on March 29<sup>th</sup>. A final report capturing the major lessons learned from this monitoring is included with this report as Attachment 10.

In May the ECC maintained the deployment of their 32 VRU monitors throughout the country and within the 15 counties to monitor the VR Exhibition. The Exhibition process is an important stage of the voter registration process, and has four objectives: 1. Correction of misspelled names, miscalculated ages, misplaced gender, and/or misplaced center code; 2. Missing or Incorrect photo, person holding VRU card but name or photo does not appear on the provisional Registration Roll, or misplacement of photos; 3. Inclusion; and 4. Objection, where a deceased person or someone not of the appropriate age or non-Liberian was registered in the system as a voter.

The ECC Monitors visited a total of 273 centers to assess whether the exhibition was taking place, and whether citizens were raising issues or challenging the exhibited content to the appropriate staff persons. In general no significant discrepancies or concerns were observed although the Monitors observed very low turnout of citizens to the exhibition process, most notably in Bopolu, Gbarpolu County.

#### 5.9.8.1. CAMPAIGN MONITORING (WORKPLAN 1.9.8.1.)

##### 5.9.8.1.1. Develop training manual for campaign violence monitoring (WORKPLAN 1.9.8.1.1.)

The ECC completed the development of the Campaign Violence Monitoring Training Manual in June, which is included with this report as Attachment 11.

##### 5.9.8.1.2. Provide training to 30 monitors to monitor campaign process (WORKPLAN 1.9.8.1.2.)

The ECC Steering Committee made plans for a three-day workshop in Buchanan from July 10-12 to train 34 monitors on monitoring political parties' activities that could spark campaign violence.

##### 5.9.8.1.3. Monitor the campaign process (WORKPLAN 1.9.8.1.3.)

In June the ECC received from NEC a list of 16 approved political parties and subsequently monitored several party primaries during the month. They reported that in general the primaries experienced a low turnout of delegates, and that delegates expressed dissatisfaction with the way the primaries were conducted in two Unity Party primaries (Nimba and Margibi) and one Liberty Party primary (Lofa).

#### 5.9.8.2. ELECTION-DAY MONITORING (WORKPLAN 1.9.8.2.)

In June, the Steering Committee of ECC distributed a recruitment plan to its network of CSOs for recruiting 2,000 election-day monitors across the country. The organizations are AGENDA, CEMESP, IREDD, NAYMOTE, SFCG, WANEP and civil society organizations through the National Civil Society Council of Liberia (NCSCCL). Some have been slow in submitting names of monitors: as of June 30, the total number received is 1,531. The finalization of 2,000 names and onward submission to NEC for accreditation will occur in July.

### 5.10. OBJECTIVE NINE: *PILOT REGIONAL SUPPORT CENTER SUPPORTS REGIONAL CSOS AND CRSS IN ACHIEVING INSTITUTIONAL AND FINANCIAL SUSTAINABILITY* (WORKPLAN 1.10.)

#### 5.10.1. ENSURE EFFECTIVE IMPLEMENTATION OF SOCIAL ENTERPRISES (WORKPLAN 1.10.1.)

##### 5.10.1.1. PROVIDE SPECIALIZED TRAININGS AND MORE FOCUSED MENTORING IN SOCIAL ENTERPRISE MANAGEMENT FOR AWARD WINNERS AND NON-WINNERS (WORKPLAN 1.10.1.1.)

5.10.1.1.1. Provide additional training and mentoring for the RSC staff and partner CSOs/CRSs in Business Management, Sales and Marketing and Financial Management (WORKPLAN 1.10.1.1.1.)

*Six (6) RSC staff (3 males and 3 females) were trained to train the SED grant winners in starting the enterprises.*

*Twenty (20) individuals (16 males and 4 females) from the SED grant winning institutions participated in intensive business start-up training.*

From May 7-11, the RSC Team participated in a SED Training of Trainers (ToT) workshop led by the Building Markets consultants focused on grant procedures and processes, business and start-up plan development, and start-up budget preparation. The team admitted that their confidence as mentors was improved as a result of the training, and they looked forward to supporting their mentee organizations with their new-found knowledge.

Coinciding with this ToT was the roll out of related training for 10 of the SED grant winning institutions, also led by Building Markets. From May 8-11, 20 participants (16 males and 4 females) were drilled through components of a successful business plan, business and start-up plan development, and start-up budget preparation. As a result of the training, participants were able to review and make modifications to their respective business plans.

5.10.2. PROMOTE ORGANIZATIONAL DEVELOPMENT OF PARTNER CSOS/CRSS  
(WORKPLAN 1.10.2.)

5.10.2.1. ENSURE INSTITUTIONAL STRENGTHENING OF ALL RSC ORGANIZATIONS (WORKPLAN 1.10.2.1.)

*Thirty-nine (39) individuals (30 males and 9 females) from thirteen (13) RSC-affiliated CSOs and CRSs benefitted from targeted training in computer literacy.*

Working with computer and the internet remains a difficult task for a number of regional CSOs and CRSs. This lack of capacity results in individuals feeling incapable of developing project proposals and reports on the computer, and undertaking such internet related tasks as checking and sending of emails, surfing the web, conducting desktop research, etc. To address this barrier, a two-day Computer Literacy and IT Training was conducted individually for thirteen (13) CSOs and CRSs from May 27 to June 12, with a total of 39 individuals (30 males and 9 females) benefitting from the training. The four remaining RSC affiliated organizations will receive this training in the following quarter.

Several of the participating organizations have already benefited from their new-found knowledge. BOTPAL and Bong Mines Radio used the skills to fill out their Due Diligence forms on the computer at the Resource Center, a requirement to receive their SED grant funds. All the participants were appreciative of the training as it has increased their confidence with computers but also requested that another round of training take place so as to further deepen their understanding.

5.10.2.1.1. Conduct strategic planning for all CSOs and CRSs (WORKPLAN 1.10.2.1.1.)

*Six (6) RSC staff (3 males and 3 females) were trained to facilitate organizational strategic planning.*

From June 2-7, the RSC team participated in an Organizational Development TOT led by regional OD consultant Dan Inkoom. The training focused on organizational strategic review and planning and included field practice with RSC-affiliated partner organizations to support them as they modify their vision and mission statements and prepare program log frames. As a result of the training the RSC team developed a schedule to conduct strategic planning for all 17 Regional CSOs and CRSs. The RSC team appreciated the training and particularly the field practice which will help them facilitate the strategic planning process in their mentee organizations.

5.10.2.1.2. Increase and intensify outcome-focused mentoring days with organizations  
(WORKPLAN 1.10.2.1.2.)

*Seventeen (17) CSOs and CRSs received intensive mentoring in SED and OD.*

*Eight (8) CSOs and CRSs who won the SED grant competition signed their grant agreements and received their initial grant payment.*

Throughout the quarter, a total of 34 mentoring engagements (17 OD and 17 SED) were made at the offices of the 17 regional CSOs and CRSs and two mentoring engagements were held at the RSC.

**OD Mentoring:** All 17 RSC-affiliated CSOs and CRSs received support in finalizing staff contracts (volunteer and employment) and staff job descriptions. For example, CODRA finalized the job descriptions for all of its staff members and issued contracts to staff members who had not yet received them. Other organizations are awaiting approval from their Boards of Directors before issuing contracts to staff members.

The OD Trainer and Mentor also mentored on the establishment and maintenance of personnel records, which the CSOs and CRSs have adopted willingly. Mentoring in developing Financial Management systems has also shown rewards with the Finance Manager at Radio Saclepea now recording all financial transactions in the ledger and distributing all expenditures through the voucher system. In the past, financial transactions were not properly recorded and expenditures were done without supporting documents, and information regarding cash inflows and outflows were not readily available upon request.

Several partners remarked on the impact of this OD mentoring for their organizations:

“Before the coming of DEN-L’s mentors, our office did not look like an office—nothing was in order. In fact most of our documents were kept at home. Our participation in OD mentoring has enabled us to properly arrange the documents in our office. We are also customizing sample volunteer and employment contracts received from the OD trainer and mentor.” **Darius Dan Wehyee (Executive Director, EARS)**

“We did not have a written constitution and a functional Board of Directors prior to the OD mentoring at our radio station. But with the mentoring and monitoring engagements we were able to develop our bylaws and constitution and reconstitute our Board of Directors. To date, the Board of Directors meets regularly to discuss the strategic direction of Radio Totota.” **George P. S. Tartee, Sr. (Station Manager, Radio Totota)**

**SED Mentoring:** SED grant winning institutions received mentoring support to complete all of the necessary documentation and start-up procedures to access funds for their social enterprises. This included completing IREX’s Due Diligence form for new subgrantees, developing milestone requirements for their Fixed Obligations Grants, and opening a bank account specifically for the purpose of their SE. As a result, eight CSOs and CRSs were able to sign subgrant agreements with IREX for the roll-out of their social enterprises and completed their initial milestone to receive the first payment installment on their grants.

Of the ten SED grant winners, two have not yet signed their grant agreement with IREX: EARS for the Masses and Radio Sehnwai. EARS’ subgrant was not signed while an investigation into accusations of financial impropriety is pending (described in detail in section 5.2.2.). This issue should be resolved early in the next quarter.

Radio Sehnwai’s subgrant was also not signed by IREX because the IREX leadership wanted to clarify that the Board Chair of the station was not the father of the Station Manager. This has recently been clarified and the grant will be signed in July.

5.10.3. ENHANCE IMPACT OF THE REGIONAL SUPPORT CENTER (WORKPLAN 1.10.3.)

#### 5.10.3.1. IMPROVE UTILIZATION OF THE CENTER AND RESOURCE BASE OF THE 17 CSOS AND CRSS (WORKPLAN 1.10.3.1.)

*One-hundred and three (103) visits were made to the RSC during the quarter, including sixteen (16) from target organizations.*

Computers at the RSC are all in excellent operating condition; however internet speed and connectivity remain a challenge. To ensure access to valuable resource materials, the Center provides soft and hard copies of key documents including public policies, concession agreements, national legislation, reports, training manuals and handouts, and NGO sample policies. Two copies of current newspapers are available for reading on a daily basis.

A total of 103 visits were made to the RSC during the course of the quarter. As indicated below, 16 visits were made by target CSOs and CRSSs while 87 were made by non-target institutions. Partner organizations are primarily using the center to develop project proposals, check email, surf the web, and conduct desktop research. Visitation of females remains considerably lower than that of males.

| Month                           | No. Visit   | Target CSOs & CRSSs | Non-Target Organizations | Male | Female |
|---------------------------------|---|---------------------|--------------------------|------|--------|
| April 15-May 15                 | 55  | 7                   | 48                       | 51   | 4      |
| May 15-June 15                  | 32  | 3                   | 29                       | 27   | 5      |
| June 15-July 15                 | 16  | 6                   | 10                       | 12   | 4      |
|                                 |   |                     |                          |      |        |
| <b>Target CSOs &amp; CRSSs</b>  | Radio Bong Mines, Radio Totota, Radio Kerghemahn, Super Bongese, CODRA, IVA, CJPS, ADWANGA, RADIO BONG MINE, EARS, Radio Sehnwai,   |                     |                          |      |        |
| <b>Non-Target Organizations</b> | BUSA, University of Liberia, Surveillance, Cuttington University, FLY, NYP, NTAL, LOIC, LOITOI, St. Martins School, Front Page Africa, YMCA, SIT, BWI, Youth-Aid, REFOUND, MOJ, CARE, Stella Maris, Trocaire, LWSC, LMWP, RADIO Gbarnga, KOK, ROCH, UPU, NAYMOT, CDA, BRIDA, CARE |                     |                          |      |        |

#### 5.10.4. SPECIAL ELECTION GRANTS (WORKPLAN 1.10.4.)

##### 5.10.4.1. ELECTIONS GRANT DEVELOPMENT AND AWARENESS (WORKPLAN 1.10.4.1.)

##### 5.10.4.1.1. Constitution review and election grant proposal development support (WORKPLAN 1.10.4.1.1.)

CSOs targeted by the RSC continue to receive intensive mentoring in the area of proposal development. In June, the General Mentor carried out one mentoring engagement with each target CSO. The mentoring focused on proposal development following the CSML election grant template for organizations interested in conducting activities around the Special Senatorial Election and Constitutional review process. This quarter a total of six RSC-affiliated CSO's small grant proposals were received, on topics including "Know your candidates and vote wisely," "Understanding the voting and ballot procedures," and "Promoting non-violent elections especially with hard to reach young people."

##### 5.10.4.2. DEN-L HOST ELECTION AWARENESS AND NON-VIOLENCE SPORTS COMPETITION (WORKPLAN 1.10.4.2.)

DEN-L will carry-out two categories of sports tournaments to promote non-violence around the upcoming Senatorial election. Category I will target hard-to-reach/out-of-school youth in several districts in Nimba and Bong Counties. Category II will target a total of 24 high schools in Bong, Lofa, and Nimba Counties (eight schools per county).

Preliminary activities for these tournaments were well underway throughout the quarter. An awareness meeting with targeted schools in Bong County was held on May 24 and in Lofa County on June 20. During these meetings,



schools expressed their willingness and desire to participate in the tournament as they see them as contributing to a peaceful Senatorial election.

Additionally, DEN-L held a collaboration meeting with NAYMOTE's Program Coordinator and Executive Director in June to identify opportunities for coordination and collaboration with the Vote Smart Van's planned sports tournaments (see section 5.9.2.). This potential for coordination was identified at the April Election Activity Coordination meeting, demonstrating the value of those meetings (see section 5.9.1.).

## 6. GENDER AND YOUTH (WORKPLAN 2.)

### 6.1. ENSURE EFFECTIVE IMPLEMENTATION OF THE GENDER AND YOUTH MAINSTREAMING STRATEGIES (WORKPLAN 2.1)

#### 6.1.1. ENHANCE GENDER AND YOUTH MENTORING WITH CSOS AND CRSS (WORKPLAN 2.1.2.)

*Nine (9) organizations (8 CSOs and 1 CRS) benefitted from mentoring visits from IREX's Gender and Youth Manager.*

Throughout the quarter, the Gender and Youth Manager conducted mentoring with eight CSOs and one CRS in Grand Bassa and Montserrado Counties. The G&Y Manager worked with the organizations to review their policies and constitutions and provide technical advice to improve gender sensitivity including the development of Sexual Exploitation and Abuse Policies. Some of the organizations were advised on how to incorporate gender considerations to enhance equal participation of men, boys, women, and girls in project activities.

#### 6.1.2. PRODUCE GENDER TRAINING TOOLKIT (WORKPLAN 2.1.4.)

The Gender and Youth Manager is working with the IREX Intern to develop the Gender Training Toolkit, which will contain all the necessary training materials and manuals to allow partners to continue to promote gender training and mainstreaming long after CSML. The G&Y Manager is focusing on improving content while the intern is prioritizing format, style, and copyrighting of the training tools. The toolkit should be completed in the following quarter.

#### 6.1.3. WORK WITH LIWOMAC TO PROVIDE TECHNICAL SUPPORT TO FEJAL TO ROLL OUT SEA PREVENTION/AWARENESS CAMPAIGN IN THE MEDIA (WORKPLAN 2.1.5.)

During the month of June, the Gender and Youth Manager, Senior RSC Coordinator, and LIWOMAC conducted a SEA assessment with two CRSs in Nimba County. Based on the findings, the Gender and Youth Manager worked with the Senior Civil Society Program Officer and the RP Master Trainers to develop an SEA training for all mentee CSOs and CRSs in the seven CSML counties. The training will be rolled out in July.

#### 6.1.4. PROVIDE SMALL GRANTS TO CSOS/CRSS TO CONDUCT GENDER AND YOUTH-ACTIVITIES (WORKPLAN 2.1.7.)

Thanks to funding received from a small grant through the Gender and Youth Office, the Women's Listening Club in Kamara Town launched their radio listening project and broke ground for the construction of a women's peace hall in Kamara Town. The women also unveiled a latrine that they constructed and handed over to the community. The program brought together listening club members from Grand Bassa, Bong, and Montserrado Counties, allowing these groups to discuss common issues of concern and share lessons from their separate counties. Local authorities and community members attending the program pledged both financial and material support to the women to help complete their project.

#### 6.1.5. PROVIDE INTERNSHIPS WITHIN CSML MAIN PARTNER ORGANIZATIONS FOR PROMISING YOUTH (WORKPLAN 2.1.8.)

The Gender and Youth Manager drafted a strategy document in April for a new youth internship program. The program focus will be developing the capacity of young men and women to prepare them for better job opportunities. Once selected, these young people will be placed at IREX and our MPs' offices to gain experience in the NGO sector and to develop the tools and experience to continue their job seeking process. The framework and implementation of this initiative should begin in the following quarter.

## **7. GRANTS (WORKPLAN 3.)**

### **7.1. ENSURE COMPLIANCE WITH USAID AND IREX POLICIES (WORKPLAN 3.1)**

#### **7.1.1. ENSURE ALL SUBGRANT DOCUMENTS ARE PROPERLY FILED IN LINE WITH CSML CLOSEOUT SCHEDULE (WORKPLAN 3.1.1.)**

During the quarter, the Grants Office completed audit and filing of sub-grant documents for several subgrantees. As part of its efforts to ensure proper filing of all subgrant documents in line with CSML closeout schedule, the Grants Office worked with the various program staff to locate missing subgrant documents and also worked with subgrantees to sign subgrant Closeout Certificates that were missing on various subgrant files.

#### **7.1.2. ENSURE ALL SUBGRANT INFORMATION IS POSTED INTO IKNOW TRACKING SYSTEM REGULARLY (WORKPLAN 3.1.2.)**

The Grants Office uploaded various subgrant documents for 30 sub-grants on the IREX online iKNOW sub-award tracking system. The Grants Office will continue to upload documents to the system during the next quarter until all subgrant documents are uploaded.

### **7.2. PROVIDE SUPPORT TO CS, MEDIA, RSC, AND GENDER & YOUTH DEPARTMENTS AS NEEDED (WORKPLAN 3.2.)**

During the quarter, the Grants Office worked with programs to review milestone documents submitted by subgrantees to ensure compliance to requirements outlined in subgrant agreements. The Grants Office also worked with the Finance Manager to process payments for subgrantees meeting milestone requirements during the reporting period.

### **7.3. ADMINISTER GRANTS (WORKPLAN 3.3.)**

Ten subgrants were awarded during the quarter. Eight grants were awarded to support the establishment of social enterprises of regional CSOs and CRSs under the Regional Support Center, while two subgrants were awarded for training and mentoring of media outlets.

## **8. MONITORING AND EVALUATION (WORKPLAN 4.)**

#### **8.1.1. ADMINISTER THE PMP (WORKPLAN 4.1.1.)**

Throughout the quarter, the M&E department entered data for the Media Content Analysis Tool (MCAT). The tool allows IREX and the LMC to collect and track data and ensure that media partners/grantees are providing useful, balanced, and impartial content to the Liberian people. The report will allow IREX and its media partners to have a better understanding of the quality of the content coming from grantees on topics such as conflict, gender, politics and governance, and human interest stories.

##### **8.1.1.1. COLLECT PERFORMANCE MONITORING DATA (WORKPLAN 4.1.1.1.)**

In June, the M&E department collected PMP data for Objective 9 (Regional Support Center) indicators and for several indicators under the media section of the program. The data for these indicators was subsequently entered into the Performance Indicator Database System (PIDS) which is viewable to USAID.

#### 8.1.1.2. ENTER QUARTERLY/BIANNUAL AND ANNUAL PMP DATA INTO THE PIDS (WORKPLAN 4.1.1.3.)

During the month of April, Performance Management Plan (PMP) data was collected and reported into the Performance Indicator Database System (PIDS) for all the program's quarterly indicators. This database is reviewed by USAID for internal reporting purposes.

#### 8.1.1.3. COLLABORATE WITH L-MEP TO CONDUCT FINAL DATA QUALITY ASSESSMENT OF NEW INDICATORS AND SOME OLD INDICATORS (WORKPLAN 4.1.1.4.)

The second Data Quality Assessment was conducted on CSML indicators by the Liberia Monitoring and Evaluation Program (L-MEP) with collaboration from the CSML M&E Team. An initial DQA meeting was held on April 14 at IREX's office involving CSML program departments, the Chief of Party, USAID/DRG, and L-MEP. In this meeting, L-MEP's Deputy Chief of Party explained the DQA methods and processes, reviewed and finalized the DQA plan, and reviewed indicators' definitions and reporting guidelines along with IREX.

In Mid-April, the M&E Manager and LMEP Deputy CoP visited partner CSOs and CRSs in Bong, Grand Bassa, and Nimba Counties. The field visits aimed to map the data management and reporting system of the partners; identify beneficiaries' locations, activities, and those involved in data collection and reporting processes; assess staff capacity in data collection, management and reporting; review source documents; and verify field data against reported data from PIDS and CSML quarterly reports.

The DQA was completed in April and a review of the findings was held with L-MEP, IREX, and USAID in early May. The final report on the DQA is still pending from L-MEP. The first DQA was held in August 2011.

### 8.1.2. IMPROVE CENTRALIZED SYSTEM FOR DATA COLLECTION (WORKPLAN 4.1.2.)

While in Liberia, SI consultant Dr. Maureen Taylor reviewed the Media Content Analysis Tool (MCAT), the assessment used to measure the impact of CMSL intervention in eight Monrovia-based partner outlets and several non-commercial outlets.

After her review and numerous consultations with the Media Team and the MCAT coding team at the LMC, Dr. Taylor recommended that CSML change its focus from analyzing media outlets to measuring the performance of the specific reporters in the program. She also recommended ending the contracts of three of the six media coders and moving the remaining three into the IREX office under the supervision of the M&E and the Media Teams. All the coders and the coding coordinator were informed in a meeting and in writing about the program change and termination of three contracts on July 31, 2014. The contracts were submitted to counsel for review and advice before writing the termination letters, and counsel confirmed that they clearly allowed IREX to terminate the contract without cause. IREX and the Media Team are finalizing the hiring of the three coders.

#### 8.1.2.1. ENTER AND REPORT TRAINING ATTENDANCE DATA (WORKPLAN 4.1.2.1.)

During the quarter, April-June, the M&E department entered all training attendance data for the quarter into the training attendance database.

### 8.1.3. CONDUCT ASSESSMENTS (WORKPLAN 4.1.5.)

*A report documenting the results of the Survey on Percentage of Liberian Population Reached by Community Radio Partners is complete.*

The M&E Team finalized the *Survey on Percentage of Liberian Population Reached by Community Radio Partners*, which was conducted with 1,200 survey respondents in the seven CSML counties to measure the reach of independent community radio partners in engaging with or reporting to Liberian citizens. The collection of survey data, data entry, and analysis was performed from August to November of 2013, and draft reports were developed

from December to March 2014. Final revisions were completed in April based upon comments from the CoP and the CS and Media Teams. The final report from this survey is included with this report as Attachment 12.

Additionally, the M&E Team took a new approach to strengthen and validate the data for the survey that measures women's representation in the Liberia media, their positions, and role in decision making. The M&E Team conducted follow-on research in late April with the same targeted media outlets to strengthen and validate the initial data collected in August. The team engaged media managers to ascertain information on the number of males and females and their roles and responsibilities. This revised report is included with this report as Attachment 13.

During the month of June, a draft report including the results from the surveys conducted of users and non-users of the RSC was prepared. The surveys were intended to help understand the motivations for using or not using the Center to inform new approaches and adjustments that increase the utility of the Center, and ensuring its accessibility to citizens. The final report from this survey will be complete in the following quarter.

#### 8.1.3.1. COLLABORATE WITH MAIN PARTNERS AND CONDUCT YR 5 OCA (WORKPLAN 4.1.5.1.)

In April, the M&E Team supported the CS Team by conducting year four Organizational Capacity Assessments (OCA) with the staff of YMCA and CEMESP. Results from this year's assessments will be compared to results from years two and three to help in developing capacity building plans for CSML's final year.

During the month of June, all the reports for the OCAs for year four for all the Main Partners, CSOs, and CRSs were integrated into one report. It will contain both quantitative and qualitative data of the organizational capacity of all of our partners, and will be available in the following quarter.

#### 8.1.3.2. CONDUCT ADDITIONAL DATA COLLECTION ACTIVITIES TO TEASE OUT UNDERLYING DIMENSIONS OF PERFORMANCE OUTCOMES (WORKPLAN 4.1.5.2.)

*A report on the "Survey that Measures Women's Representation in the Liberian Media, Their Positions, and Roles in Decision Making in Liberia's Fifteen Counties" was completed.*

During the month of May, the report was revised on the *Survey that Measures Women's Representation in the Liberian Media, Their Positions, and Roles in Decision Making in Liberia's Fifteen Counties*. The final report shows the percentage of female representation relative to male in the media and how many females serve in specific positions, from managers to administrative assistants, etc.

During the month of May, the M&E and CS Teams designed a CSO Qualitative OCA Tool, a supplemental tool to the OCA to capture additional data that will help support the numbers from the original OCA conducted at the end of each program year. The tool was administered to one to three staff members sitting together from each of the four RPs and several program CSOs in Bong, Lofa, Grand Gedeh, River Gee, Nimba and Grand Bassa Counties. The three staff members included the Executive Director/Head of CSO and two program staff persons who have attended at least two CSML trainings.

A draft report for the CSO Qualitative Organizational Capacity Assessment was prepared. It highlights five thematic areas: Organizational Systems, Advocacy, Gender, Monitoring & Evaluation and Financial Sustainability. The final report from the assessment will be available in July.

Also in June, the M&E Team worked with the program departments to design mini-surveys to collect data that was used to develop CSML infographics. Four separate mini surveys were designed targeting Master Trainers and Mentors, CSOs, CRSs, and media partners under the SCBDI. Eight enumerators were recruited and trained to conduct the surveys via cellphone for two days. The goal was to assess the extent to which the multi-level capacity support of the different sectors (civil society and media) has led to a more informed, and responsibly engaged citizenry which

therefore helps to sustain peace in Liberia. The final infographic that was developed by SI in partnership with IREX is included with this report as Attachment 14.

## 8.2. TRAINING AND TOOLS (WORKPLAN 4.2.)

The M&E Team entered both training attendance data and training evaluation data from participants. The evaluation will help inform the program about the quality of the trainers, training arrangements and venues, and how the program can improve future trainings.

### 8.2.1. PROVIDE TECHNICAL ASSISTANCE TO MAIN PARTNERS FOR PROGRESS IN M&E SYSTEMS (WORKPLAN 4.2.1.)

#### 8.2.1.1. PROVIDE MENTORING TO M&E STAFF AT EACH MAIN PARTNER ORGANIZATION ON TOOL DEVELOPMENT, REPORTING, DATA STORAGE AND SYSTEMATIZING M&E (WORKPLAN 4.2.1.1.)

In May, the M&E team continued its work with six MPs to strengthen their M&E systems. In partnership with the IT Officer and the Sr. Civil Society Program Officer, the M&E Team led training for YMCA, WONGOSOL, and NARDA M&E Coordinators and key program staff to develop M&E calendars for their organizations. They produced calendars that serve as an information-sharing tool that ties the partners' activities to their M&E requirements.

#### 8.2.1.2. PROVIDE CONTINUOUS MENTORING AND TECHNICAL SUPPORT TO DATA ENTRY CLERK AND M&E ASSOCIATE (WORKPLAN 4.2.1.3.)

From April 1-10, the M&E Manager attended the "International Participatory Monitoring, Evaluation and Learning Training" of the International Institute of Rural Reconstruction in Silang, Cavite, Philippines. The training included M&E professionals from around the world to learn in a collaborative framework how to best measure, record, collect, and process communication information for use in problem-solving and decision-making. He gained valuable practical experiences and learned important lessons from the trainers and trainees. He was also able to share his own lessons learned with his co-participants—he held a presentation on the CSML program and its M&E approach on the first day of the training.

He intends to use the skills acquired to help the CSML Team use M&E data effectively for informed decision-making and improvements. Trainings will be customized to introduce the practical tools and use of M&E for program management.

### 8.2.2. PERFORM ELECTRONIC ARCHIVING OF ALL CSML M&E RESOURCES (WORKPLAN 4.2.2.)

#### 8.2.2.1. COMPILE AND STORE ALL M&E DATA COLLECTED DURING THE 5-YR PROGRAM IMPLEMENTATION (WORKPLAN 4.2.2.1.)

During the month of May, the M&E team completed compiling a comprehensive list of all data collected in CSML. Electronic folders for all CSML data were created to include baseline assessments, training agendas and modules, workshop materials, evaluations, consultants' reports, survey reports, assessment reports, PMP data, and attendance at CSML events. The full list was submitted to the CoP.

## 9. ATTACHMENTS

1. Final Program for Regional Partners' Meeting; Gbarnga; June 16-17, 2014
2. Proposal Writing and Report Writing Facilitator's Manual
3. Project Cycle Management/Proposal Writing/Report Writing Facilitator's Manual
4. Fixed Obligation Grant Training: PowerPoint on Regranting and Developing Milestones
5. Reconciliation Trainer's Guide in Practice Mediation and Negotiation II Training Manual
6. Participatory Governance Training Manual prepared by CSML partner CEMESP

7. Liberia Media Center's In-house Training and Mentoring Manual on Basic Journalism and Content Creation for Radio Programming
8. Report from Communities of Practice Field Learning Exchange in Mozambique
9. International Alert's Female Aspirants Leadership Training Manual
10. Elections Coordinating Committee (ECC) Voter Registration Report
11. ECC Campaign Violence Monitoring Training Manual
12. Report on Survey on Percentage of Liberian Population Reached by Community Radio Partners
13. Final Report on Women in the Media Survey
14. Infographic for CSML